



MEETING OF THE BOARD OF TRUSTEES

Items in red are confidential

Minutes of a meeting of the Board of Trustees ("the Trustees") of the Canal & River Trust ("the Trust") held on Wednesday 19 May 2021 at 8:30am – 1pm at Meetings, 150 Minories, London, EC3N 1LS

Present:

Allan Leighton, Chair
Dame Jenny Abramsky, Deputy Chair
Nigel Annett CBE (by Zoom)
Ben Gordon
Janet Hogben
Sir Chris Kelly
Jennie Price CBE (by Zoom)
Tim Reeve
Sarah Whitney (from 9.20am, during minute 21/032, by Zoom)
Sue Wilkinson

In attendance:

Richard Parry, Chief Executive
Julie Sharman, Chief Operating Officer
Stuart Mills, Chief Investment Officer
Simon Bamford, Asset Improvement Director
Heather Clarke, Strategy, Engagement, and Impact Director
Steve Dainty, Finance Director
Tom Deards, Head of Legal & Governance Services and Company Secretary
Mike Gooddie, People Director – by Zoom
Gemma Towns, Corporate Governance Manager (minute-taker, by Zoom)
Radojka Miljevic, Campbell Tickell (observer)
Mandy Smith, Partner Engagement Team Manager (by Zoom, minute 21/035)
Jodie Lees, Corporate Engagement & PPL Partner (by Zoom, minute 21/035)
Stephen Gray, Corporate Engagement Partnerships Manager (by Zoom, 21/035)
Hamish Shilliday, Head of Individual & Legacy Giving (by Zoom, minute 21/035)
David Prisk, Asset Manager, Reservoirs (by Zoom, minute 21/037)
Gwen Jefferson, Organisation Development Manager (by Zoom, minute 21/040)

21/029 WELCOME & APOLOGIES

The Chair welcomed all attendees to the meeting. The Chair welcomed RM, who was observing the meeting as part of the Trust's board effectiveness review.

The Chair confirmed that notice of the meeting had been given to all Trustees and that a quorum was present.

21/030 DECLARATION OF INTERESTS (TRUST 543)

The Board noted the Register of Interests report ([Trust 543](#)).

The Trustees present confirmed they did not have any interests in the matters on the agenda.

21/031 MINUTES AND SCHEDULE OF ACTIONS

The minutes of the Board of Trustees meeting held on 18 March 2021 were approved as a true and accurate record.

The [matters arising report](#) was noted by the Board. All actions were in progress or appeared on the agenda.

21/032 HEALTH & SAFETY REPORT (TRUST 544)

JS' paper was taken as read. She delivered a [presentation](#) on safety matters.

The Board approved the Harbour Management Board to adopt the role of Duty Holder under the Port Marine Safety Code.

The following matters were discussed:

- The inquest relating to the tragic death of Dylan Milsom had been held on 18 May 2021. The Trust had provided a report to the coroner. A Newbury water safety partnership had been created. The Board asked how many water safety partnerships had been created in England and Wales. JS confirmed there were fifteen active partnerships but a target of twenty four had been set;
- The Board noted the increased popularity of open swimming, particularly in rivers. JS confirmed that the Trust had information on its website relating to open swimming and agreed to provide further information on this.

JS

The Board discussed the death of a colleague, Clive Porter, which was the subject of a murder investigation. JS provided the Board with an overview of the circumstances of the event, insofar as the Trust was aware (pending the Police investigation). She confirmed that a male had been charged with murder and remanded in custody. The Board expressed their shock at the incident and sent their condolences to Mr Porter's family. JS informed the Board of the effect the incident upon the Trust and particularly in relation to Mr Porter's team. JS confirmed that the Trust had not suspended all lone working but had instructed all teams to revisit risk assessments where applicable. The Trust had also responded to address any colleagues' concerns and Ros Daniels, Director for London & South East had been providing active leadership to colleagues in the team most directly affected. JS stated that the Trust was undertaking its own internal investigation around the incident but would ensure it did not interfere with the Police investigation. The HSE had been informed of the incident.

The Board asked if the area had been identified as particularly risky. JS

confirmed that there was nothing in our knowledge of the area to suggest it was high risk.

The Board turned to the safety improvement plan and RP outlined that whilst safety remained of great importance to the Trust, leaders needed to be seen to be active in reinforcing this and in addressing colleagues' concerns. RP informed the Board of the new process where any Riddor events were now reviewed in detail with the responsible manager presenting their investigation to the Executive team to ensure all lessons are learnt.

The Board questioned if more senior resource was required in this area, given its significance to the Trust and RP confirmed that discussions were ongoing. The Board supported visibility of management on site and was of the view that safety should always be the first item discussed. The Board reflected upon their experience elsewhere and suggested that a succinct message on safety could be beneficial to ensure colleagues knew safety is the primary consideration for the Trust. The Board welcomed the creation of a safety fund for staff to submit safety ideas and receive funding.

The Board asked how many towpath remedial works were outstanding and asked if the Trust had any further plans for improving towpath conditions, noting their importance to safety and the enjoyment of the network. JB confirmed that her team was working with the Infrastructure & Programmes Directorate to complete analysis on the current notifications, as a number had been closed and this would provide clarity so that any further scoping works could be completed.

The Board welcomed the discussion on safety and wished for this to remain an area of the board's focus.

The Board approved the creation of a Harbour Management Board to adopt the role of Duty Holder under the Port Marine Safety Code.

21/033 BOATER SATISFACTION (TRUST 545)

RP's paper ([Trust 545](#)) was taken as read. The Board discussed the results.

The Board received the report.

21/034 BOAT LICENCE TERMS & CONDITIONS (TRUST 546)

The Board thanked RP for his thorough Boat Licence Terms & Conditions paper ([Trust 546](#)) that outlined the results of responses to the consultation. The Board approved the new terms and conditions for leisure boat licences.

21/035 ACCELERATING CHARITABLE INCOME GROWTH (TRUST 547)

HS, JR, SG and MS jointed the meeting. HC introduced them to the Board.

The Accelerating Charitable Income paper ([Trust 547](#)) was taken as read. A

presentation was delivered from HS, MS, SG and JR.

The Board thanked HS, JR, SG and MS for the presentation.

21/036 GOVERNMENT GRANT REVIEW (TRUST 548)

HC provided a brief overview of her paper (Trust 548). JP, as Chair of the Grant Review Trustee Working Group shared feedback from the Working Group.

21/037 ANNUAL RESERVOIRS REPORT (TRUST 549)

DP joined the meeting. The Annual Reservoirs Report (Trust 549) was taken as read. DP delivered a presentation pulling out key information from the paper.

The Board received the Annual Reservoirs Report.

21/038 CIVIL ENGINEERING CONTRACT (TRUST 550)

The Civil Engineering Contract updating paper (Trust 550) was noted.

21/039 ETHICAL POLICY FRAMEWORK (TRUST 551)

TD's paper (Trust 551) was noted and deferred until the July meeting.

TD

21/040 INCLUSION & DIVERSITY UPDATE (TRUST 552)

GJ joined the meeting.

MG introduced his paper (Trust 552) and delivered a presentation. MG stated that there had been some successes in Inclusion and Diversity, but this had been relatively slow and there was more to do.

21/041 GOVERNANCE REPORT (TRUST 553)

The Governance Report (Trust 553) was taken as read.

The Board:

- (a) Noted the Advisory Groups' annual reports;
- (b) Note the plans for the virtual governance induction for new governance Regional Advisory Board and Advisory Group members;
- (c) Noted the successful strike-off applications for dormant subsidiary companies;
- (d) Noted the Charity Commission regulatory update;
- (e) Approved the re-appointments of Gerry Proctor MBE, North West

Regional Advisory Board, for a second term from 30 May 2021 to 30 May 2024; Anil Majithia, Chair of East Midlands Regional Advisory Board, for a second term from 30 June 2021 to 30 June 2024; Matthew Hunt of the London & South West RAB for a one year extension from 30 June 2021 to 30 June 2022; and approved the extension of Sir William Atkinson, the Chair of the London & South East Regional Advisory from 30 June 2021 to 31 December 2021 (section 10); and

- (f) Noted the re-appointment of Tim Sketchley for a second term as a co-opted member of the Investment Committee.

21/042 FORWARD PLAN (TRUST 554)

The Board received the Forward Plan ([Trust 554](#)).

21/043 CHIEF EXECUTIVE'S REPORT (TRUST 555)

The Chief Executive's Report (Trust 555 and Appendices 1, 2, 3, [4](#), [5](#), 6 and [7](#)) were received by the Board.

21/044 FINANCE DIRECTOR'S REPORT (TRUST 556)

SD introduced the Finance Director's Report ([Trust 556](#)) and summarised the key matters from his report.

The Board received the Finance Director's report.

21/045 MINUTES FROM COMMITTEES

The Board noted the [minutes](#) of recent meetings.

21/028 ANY OTHER BUSINESS

The following matter of business were raised:

- (a) **Royal Visit:** RP confirmed that HRH Prince of Wales would be visiting Coventry Canal Basin on 25 May 2021 and the Chair, with the West Midlands Director, would host the visit.

There being no matters of further business, the Chair closed the meeting at 12.25pm.

The Trustees held a private meeting with RP and then a Trustee-only private meeting.

Next meeting: 23 July 2021, Coventry



HEALTH & SAFETY REPORT

Author: Julie Sharman, Chief Operating Officer

1. PURPOSE

- 1.1 This paper provides a review of Health and Safety performance for the period of February and March 2021 unless otherwise indicated. The report covers visitors, colleagues, volunteers and contractors.
- 1.2 **Redacted.**
- 1.3 To receive board approval for a new Harbour Management Board to adopt the role of Duty Holder under the Port Marine Safety Code. **Redacted.**

2. PERFORMANCE REPORT

Trust People AFR has not been adjusted re: reduced hours during Covid working or reduced volunteering hrs	February and March 2021 AFR	Previous report to end of Jan 2021	Target B20
Colleagues	0.19	0.19	
Volunteers	0.27	0.41	
Contractors	0.39	0.32	
Trust Overall	0.25	0.25	0.15

RIDDOR Incidents (YTD)	February and March 2021	Current B20 YTD	Prior year B19 YTD
Colleagues	3	7	8
Volunteers	0	2	2
Contractors	1	5	2
Totals	4	14	12

Fatalities	February and March 2021	Current B20 YTD	Prior year B19 YTD
Canal	5	33*	42
River	0	1	4
Dock Marina or Towpath	1	8	4
Totals	6	42*	50

Public Infrastructure Related Injuries	February and March 2021	Current B20 YTD	Prior year B19 YTD
Numbers of Reported Incidents	6	53	17

* Includes #6906 late reported fatality for January 2021

3. SUMMARY

- 3.1 The murder of our colleague Clive Porter on 26th April 21 whilst undertaking his duties as a towpath ranger in the boat licensing customer support team is reported in [Article VIII](#).
- 3.2 AFR / RIDDOR - There were 4 RIDDORs (3 employees, 1 contractor) in the reporting period, compared to 4 during the same period in B19. The Trust's overall rolling 12-month RIDDOR accident frequency rate (AFR) at the end of the reporting period is 0.25 the same as at the end of January (AFR graph in [Article I](#)). The outturn for year end is therefore 0.25, up against the target of 0.15. Reportable injuries summary in [Article III](#).
- 3.3 As a result of executive review of 2 recent reportable injuries a safety action team has been formed to review recent accidents relating to mooring and accessing workboats.
- 3.4 Public Safety
 - 3.4.1 Fatalities – there were 6 fatalities compared to 8 during the same period in B19. Details in [Article II](#).
 - 3.4.2 The tragic death of three-year-old Dylan Milsom on 13th March in Newbury (W&SW) was reported in the March board meeting. The inquest has been set for 18th May and the Trust has provided a report to the coroner on request. The Trust has secured resounding support for the creation of a Newbury water safety partnership comprising West Berkshire Council (chair), Thames Valley Police, the Royal Berkshire Fire and Rescue Service, South Central Ambulance Service and colleagues from the NHS.
 - 3.4.3 Details of infrastructure related injuries are in appendix at [Article IV](#). 53 incidents have been recorded for the year ending March 2021. Of the 6 incidents reported for February and March, 5 were related to surface condition defects including missing cobbles and two collapsed paths.
 - 3.4.4 [Redacted.](#)
 - 3.4.5 [Redacted.](#)
- 3.5 Colleague Safety
 - 3.5.1 There have been 3 safety alerts: 17 incidents relating to **winter working**, a volunteer contracting **leptospirosis** and: one advising colleagues '**don't take risks**' after a colleague fell from a lock walkway into the canal below.
 - 3.5.2 COVID-19. In line with the national reduction in Covid cases, reports of positive infections affecting Trust colleagues have substantially reduced with weeks occurring now where there are none. By the 26th April we had had 62 (cases reported (49 in the previous report) in total. There have been no RIDDOR reports related to Covid-19.
 - 3.5.3 Our occupational health surveillance programme has been adjusted to be completed after 21st June in response to colleague concerns about the being in an enclosed space with the practitioner. Some appointments were missed last year due to Covid restrictions, the current programme will eliminate any backlog with over 300 colleagues being seen.

4. SAFETY IMPROVEMENT PLAN

- 4.1 The Executive team has developed a safety improvement plan, included at [Article XIII](#). The plan summary will be presented to Trustees at the board meeting on 19th May.
- 4.2 Further to the March Board meeting and the Trustees recommendations on safety improvement the following actions have been completed:

- 4.2.1 **Speak Out about Safety** conversations - On the 13th April we asked Line Managers to make time during the last two weeks of April to have open and honest conversations with their teams about safety. This was supported by videos over 3 weeks from Steve Dainty, Julie Sharman and Simon Bamford as well as a huddle card developed with input from Tribe Culture Change. Feedback is being collated by the health and safety team. Over 80 teams have responded including the Executive. The output of these sessions will be reviewed by the safety culture working group chaired by Steve Dainty. The key themes will be fed back to all colleagues and will be used to inform our safety improvement plan.
- 4.2.2 **Speak out about Safety focus groups** -We engaged Tribe Culture Change to run independent focus groups with colleagues and volunteers during April. 76 colleagues and 29 volunteers participated in the sessions and the full report is attached at [Article XIV](#). All colleagues who participated will receive feedback on how their input has been used to improve safety within the Trust.
- 4.2.3 **Safety Culture Programme** – our internal culture working group relaunched with Steve Dainty taking the chair. Priorities for the group are being developed using recent feedback along with a review of the culture roadmap. An initial priority is the launch of a safety fund which will be accessible to all teams in the Trust.

5. H&S IMPROVEMENTS

- 5.1 **Leadership Training** – 260 line managers have completed the Valuing Safety behavioural training, we have scheduled courses in 2021 to completed the remaining 195 managers.
- 5.2 **Lone working** - the new specialist lone working solutions provider has seen users increase. It has been used 829 by 72 persons with 141 activities logged. To date 87 alarms have been raised by 27 persons but none were genuine.
- 5.3 **Mobile Auditing** - A suite of mobile audits within Survey123 will be soft launched from May, with a full rollout coming later. Initially the Health, Safety, Environment & Heritage; a simple quality audit and; a MECIA/SCADA specific audit will launched first, followed by PPM, Diving & Workboat Safety. Actions can be assigned to individuals to follow up and then marked as complete.
- 5.4 **Welfare Provision Survey** – supported by the National H&S Committee a welfare survey was completed in March, receiving 348 responses. The survey looked at the basic welfare facilities on site, welfare vehicles, use of third-party facilities as well as peripatetic workers, such as length inspectors. Key actions from the results include a sub-working group looking at 3 areas: better access to toilets, particularly for peripatetic workers; increasing access to female sanitary hygiene and; reducing the number of people who travel home in wet / muddy clothes

6. ANNUAL HEALTH SAFETY & SAFEGUARDING REPORT

- 6.1 The annual report is currently in preparation, production has been delayed due to the focus on the serious issues relating to the death of a colleague, the report will be circulated to Trustees as soon as possible.

APPENDICES Redacted



Trust Board Meeting
19 May 2021
Information & Decision Report
Trust 553
Confidential Wording in Red

GOVERNANCE REPORT

Tom Deards, Head of Legal & Governance Services

1 PURPOSE

- 1.1 This paper sets out the governance matters which require a decision or noting by the Board.

2 RECOMMENDATIONS

- 2.1 The Board is asked to:
 - 2.1.1 Note the Advisory Groups' annual reports (section 3);
 - 2.1.2 Note the plans for the virtual governance induction for new governance Regional Advisory Board and Advisory Group members (section 4);
 - 2.1.3 **Redacted;**
 - 2.1.4 **Redacted;**
 - 2.1.5 Note the strike-off of dormant subsidiary companies (section 7);
 - 2.1.6 **Redacted;**
 - 2.1.7 Note the Charity Commission Regulatory update (section 9);
 - 2.1.8 Approve the re-appointments of Gerry Proctor MBE, North West Regional Advisory Board, for a second term from 30 May 2021 to 30 May 2024; Anil Majithia, Chair of East Midlands Regional Advisory Board, for a second term from 30 June 2021 to 30 June 2024; Matthew Hunt of the London & South West RAB for a one year extension from 30 June 2021 to 30 June 2022; Sir William Atkinson, the Chair of the London & South East Regional Advisory is extended from 30 June 2021 to 31 December 2021 (section 10); and
 - 2.1.9 Note the re-appointment of Tim Sketchley for a second term as a co-opted member of the Investment Committee (section 11).

3 ADVISORY GROUPS

- 3.1 The Trust's Advisory Groups provide an annual report on their activities in advance of the May Board meeting.
- 3.2 Reports from the Navigation Advisory Group, Youth Engagement Advisory Group, Museums Advisory Group, Fisheries & Angling Advisory Group and Environment Advisory Group can be found at **Appendix 1**. As the Cultural Heritage Advisory Group

is newly constituted, it will report in 2022. The terms of reference for the newly constituted Cultural Heritage Advisory Group can be found at **Appendix 2**, for information.

4 GOVERNANCE INDUCTION DATE

- 4.1 In 2020 a virtual Council member induction was held, with members of the Regional Advisory Boards in attendance, which was well received by the various governance stakeholders.
- 4.2 Due to the number of new Advisory Group members and Regional Advisory Board members, a virtual induction has been arranged for 30 June 2021. This will cover the Trust's governance structure, strategic plan, income, boating, heritage and the environment. Trustees are invited to attend although the event is not mandatory.

5 REDACTED

6 REDACTED

SUBSIDIARY COMPANIES

7 STRIKE-OFF APPLICATIONS

- 7.1 Trustees will be aware that strike-off applications for five dormant companies were submitted in late 2020. The strike-off applications were successful, and the following companies have now been dissolved: Canal & River Investments Limited, Canal & River Friends Limited, Canal & River Fundraising Limited, Canal & River Developments Limited and Canal & River Marinas Limited.
- 7.2 Redacted.

8 REDACTED

SECTOR/REGULATORY UPDATE

9 CHARITY COMMISSION REGULATORY CASES/SECTOR UPDATE

- 9.1 The Charity Commission has published several regulatory decisions since March:

Charity	Conclusion	Relevance of Case
Under Tree Schools Decision	Inquiring into transfer of funds from the UK to South Sudan in US dollars, collection of the funds by individuals in Sudan and conversion into local currency. Concluded mismanagement of funds of approx. £218k. Trustee disqualified.	No learning points.
Mohiuddin Trust Decision	Inquiring into potential financial risk to the charity arising from review of its accounts and statements made in the auditor's report. There was dispute internally between two competing groups claiming to be its	No learning points – Trustee appointments

	Trustees following the founders' death. Concluded there had been financial misconduct and/or mismanagement in the charity's administration by those collectively acting as Trustees.	are subject to a robust process at the Trust.
Orphan Relief Fund & Charitable Trust Decision	Compliance visit led to concerns over administration and management of charity, including providing evidence of payments made by the charity. Concluded there had been misconduct and/or mismanagement in the charity's administration as over £1m could not be properly accounted for. Five trustees were removed/disqualified, and the charity wound up and removed from the register.	No learning points – Trust operates strict financial controls. Accounts comply with the charities SORP and are externally audited.
LGB Alliance Decision	The Commission confirmed that LGA met the legal test for being a charity and confirmed it was established exclusively for charitable purposes for the public benefit.	No learning points.
Afghan Heroes Decision	<p>Charity registered in 2009 to promote the efficiency of armed forces and to relieve serving and former members of armed forces and their dependents. The charity set up three wholly owned subsidiaries (2 companies set up to run a pub each and third company set up as a general commercial trading company). Concerns were raised over the proportion of income applied for charitable purposes and related party transactions.</p> <p>Losses in subsidiary 1 totalled £130k predominantly funded by the charity. Commission found a lack of segregation of charity income from the pub, inadequate controls and inaccurate record keeping led to Trustees being unable to accurately monitor the subsidiary's funding.</p> <p>The Trustees loaned subsidiary 2 the sum of £30k to refurbish a pub but failed to gain professional legal advice for the lease so there was no legal interest in the pub. Restrictive covenant prevented the pub being used for the intended purpose. Subsidiary made losses and an investment could not be recouped. Subsidiary made a loss of £73k and owed the charity £43k.</p> <p>The Charity failed to manage the relationship with a fundraising company where only 20% of £3.5m was passed to the company, the rest retained by the fundraising company.</p> <p>Trustees also received £348k in unauthorised remuneration, mostly received by trustees A and B (who passed away during the investigation).</p> <p>Commission found that the five Trustees lacked necessary skills and experience to ensure the charity and subsidiaries were well managed and governed. Concluded the lack of effective governance and financial management, along with poor decision making practices, resulted in the charity's poor financial performance and the yearly trading losses decreased the proportion of funds it applied for charitable purposes. Trustees were unwilling/unable to address the myriad of issues during the charity's operation. Charity was wound up in 2019. Delay in publishing report was due in part by the protracted consideration of a legal claim to recover monies the Interim Manager considered were owed to the charity and delays in completing the liquidation of the charity.</p>	<p>Complex case reminding Trustees to ensure that arrangements must comply with specific legal requirements, arrangements (including costs) must be set and monitored in the charity's best interests, and money raised is always used in an effective and efficient way to advance the charity's objects and support beneficiaries.</p> <p>Redacted.</p>

- 9.2 The Commission has launched [Coronavirus Guidance for the Charity Sector](#).
- 9.3 The ICSA has published a report on Kids Company governance that may be of interest. Redacted
- 9.4 **Proposed Reforms to Charity Law**
- 9.4.1 The Law Commission published a report in 2017 on [Technical Issues in Charity Law](#) that made a series of recommendations to maximise the efficient use of charitable funds whilst ensuring proper safeguards for the public. The government responded

in March 2021. The government rejected two of the report recommendations, namely:

- the basis on which Charity Commission decisions can be challenged;
- and - more significantly for the Trust as a parent charity of a group structure – that wholly owned companies should be excluded from the definition of “connected person” in the context of dealings with charity land. This would mean that the Commission’s consent would still be required relating to disposals of charity land to the wholly owned subsidiary.

9.4.2 The Government accepted a number of recommendations. The full report can be found [here](#). Those recommendations relevant to the Trust are:

- clarification of the definition of a permanent endowment and new powers to allow Trustees to:
 - borrow from their charity’s permanent endowment; and
 - resolve that the permanent endowment restrictions be further released to permit them to make social investments with a negative or uncertain financial return, once they have opted into the regulations governing total return investment;
- introduction of a new statutory power to allow trustees to make relatively small ex gratia payments without Charity Commission consent;
- legislative changes to simplify the process to amend a charity’s governing document to allow merger or incorporation, along with changes to simplify the transfer of property and allow gifts by will to be made to the new charity, even where the old charity is named in the will; and,
- some changes to dealing with charity land.

9.4.3 There is no indication from the Government when it intends to implement these recommendations.

APPOINTMENTS

10 REGIONAL ADVISORY BOARD APPOINTMENTS

10.1 Re-appointment of Gerry Proctor MBE, North West Regional Advisory Board, for a second term from 30 May 2021 to 30 May 2024.

Redacted.

10.2 It is recommended that Anil Majithia, Chair of East Midlands Regional Advisory Board, is re-appointed for a second term from 30 June 2021 to 30 June 2024.

Redacted.

10.3 It is recommended that Matthew Hunt of the London & South West RAB is re-appointed for a one year extension from 30 June 2021 to 30 June 2022.

Redacted.

10.4 It is recommended that Sir William Atkinson, the Chair of the London & South East Regional Advisory is extended from 30 June 2021 to 31 December 2021 to enable

recruitment for a new Chair to be undertaken.

Redacted.

10.5 Redacted.

11 INVESTMENT COMMITTEE, RE-APPOINTMENT OF TIM SKETCHLEY

11.1 The Board is asked to note the Investment Committee approved the re-appointment of Tim Sketchley, a co-opted member of the Committee for a second term of office, effective from 01 November 2021 to 01 November 2024.

May 2021

MUSEUMS ADVISORY BOARD – MAY 2021

NAME OF THE GROUP	MUSEUMS ADVISORY GROUP
TRUST LEAD DIRECTOR	Stuart Mills, CIO
TRUST LEAD MANAGER	tba
CHAired BY	Sam Mullins, Director London Transport Museum
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Sam Mullins	<p>Director London Transport Museum</p> <p>Sam's career has been based on a passion for museums, their narratives and their potential as spaces for education, engagement and entertainment. He has led the creation and development of this potential in a number of museums through a strong personal vision, strategic awareness and an ability to build creative and aspirational teams. Specialties: Sustaining creative teams, advocacy, interpretation, strategic development, stakeholder relations.</p>
Jonathan Bryant	<p>Consultant, Roseangle</p> <p>Jonathan has a record of strategic, planning and operational success in the heritage business - a career which began as a student volunteer on the Wey & Arun and Droitwich Canals. He now runs a small company, Roseangle, which provides consultancy and interim management services. It specialises in developing new roles for fixed, moveable and intellectual heritage assets.</p>
Emma Chaplin	<p>Consultant, Heritage and Museum Services</p> <p>Emma is an experienced museum professional, having worked in curatorial and senior management roles in independent and local authority museums for over 20 years. Emma's area of expertise is in museum collections management and has managed her own successful museums and heritage consultancy business since 2009, working with clients across the UK, ranging from national organisations to volunteer run museums. Emma was formerly Keeper of Collections at the (then) Boat Museum in Ellesmere Port.</p>
Bill Ferris	<p>Chief Executive, Chatham Historic Dockyard Trust</p> <p>Trained as an accountant, Bill has had a varied career. He ran his own wholesale and retail bakery business in Devon for six years before moving into the heritage sector in 1988, when he became the first Commercial Manager at the Yorkshire Mining Museum (now the National Museum of Coalmining), seeing it through its last phases of development and early years of operation. Bill went on to run a series of "commercial" heritage projects for Heritage Projects Ltd and became their Operations Director for seven years responsible for seven projects nationally with combined visitor projections in excess of 1 million per annum. He joined Chatham Historic Dockyard Trust, as Chief Executive, in December 2000, to develop a strategy that would lead to long-term revenue sustainability. More than £40 million has been raised to invest in the site and today there are 115 homes, more than 100 businesses on the site and annual visitor numbers are 170K, combined activities generate more than £16m to the local economy. Bill was awarded the OBE for Services to Heritage in</p>

	the 2011 Queen's Birthday Honours and was made a Deputy Lieutenant of Kent in January 2016.
Rob Lansdown	Consultant, Platanus London Drawing on his experience leading many architectural, narrative, media and IM projects, Rob has formed a small consultancy, Platanus London, to work with not-for-profit institutions and their professional teams. Focusing on functional, architectural and system developments, specifically aimed at creating sustainable and resilient institutions. As a keen walker, Rob has acted as a Lead Volunteer Towpath Ranger for the Trust in the London Area for the last four years and joined many towpath taskforce workdays.
Andrew Lovett	Chief Executive, Black Country Living Museum Andrew has 20 years senior-level experience, working in the museums, leisure, arts, heritage and protected landscape sectors. He is a member of the National Museums Directors Council and the Association of Independent Museums Council. Also the co-founder of the Museums and Resilient Leadership Programme, led by Black Country Living Museum and designed to help those working in the cultural sector build resilient organisations for the 21st Century.
Marilyn Scott	Director, The Lightbox Marilyn is a Director of the UK Gallery and Museum, The Lightbox, which opened in September 2007. She has spent her career in museums and worked in national, regional and local museums and The National Trust. Marilyn set up the Museums MA programme at The University of Greenwich. More recently, she has been a consultant on a number of new museum developments. Her strengths are fundraising, governance and business planning. Marilyn is an AIM Council member and Trustee of a number of museums and heritage organisations.
Dr Matthew Tanner MBE	Director, SS Great Britain Matthew has worked in the heritage sector for some 25 years, formerly for the Scottish Fisheries Museum and National Museums Liverpool. He was appointed Director & Chief Executive of the SS Great Britain Trust in 2000. In 2010, Matthew led the project to create the new Brunel Institute learning and archive centre in Bristol, incorporating the National Brunel Archive. He is a Vice Chairman of the Association of Independent Museums, a Trustee of the Black Country Living Museum Ltd, sits on the regional board of Arts Council England, and advises on many other museum projects. He is a Non-Executive Director of Destination Bristol Ltd and a member of the Bristol Chamber of Commerce and Initiative. He chairs the Bristol Harbourside Forum, and is a Vice President of Underfall Trust. Matthew was awarded a Doctor of Laws Honorary Degree from the University of Bristol in July 2015 in recognition of his work to turn the SS Great Britain into one of the region's finest landmarks.
Robert Turner	Director, Eura Robert is a founding director of Eura Conservation Ltd with 30 years' experience covering all aspects of conservation. He is a member of Icon, The Institute of Conservation; the International Institute of Conservation; the Museums Association; RICS, the Royal Institute of Chartered Surveyors; the Historic Metallurgy Society and The International Committee for the Conservation

	<p>of Industrial Heritage. Robert is an accredited conservator, an accreditation assessor for Icon and a screening panel member for the BEKO Award for Conservation in the Community. He was Eura’s internal mentor for two pilot programmes for Icon’s Conservation Technician Qualification Scheme. Robert was the ss Great Britain’s conservation consultant, funded by the Heritage Lottery Fund, for the production of Volume 2 of the Conservation Management Plan. With the Director of the ss Great Britain Trust, he developed the concept of the “glass sea”, the water-covered glass waterline plate that allowed preventive conservation to be applied to 75% of the ship. He was the conservation director and project manager for the subsequent contract where preventive and interventive work was carried out on the ship. Eura was runner up for the Pilgrim Trust Conservation Award for this project.</p>
<p>UPDATE OVER THE LAST 12 MONTHS</p>	<p>The Museum Advisory Group was formed in 2016 to advise the Trust Executive Team on all matters relating to the management and operation of the Museums.</p> <p>There has been no interaction during 2020/21 with the group given the challenges in the attractions industry generally where all members operate. Contact will be re-established as lock down eases.</p> <p>All Group appointments have expired. The group has largely agreed to stay on for a further term to support the change programme.</p>

NAVIGATION ADVISORY GROUP (OPERATIONS) – APRIL 2021

NAME OF THE GROUP	NAVIGATION ADVISORY GROUP (OPERATIONS)
TRUST LEAD DIRECTOR	Julie Sharman, Chief Operating Officer
TRUST LEAD MANAGER	Jon Horsfall, Head of Customer Service Support
CHAired BY	Mike Carter
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Mike Carter, Chair	Boat safety scheme examiner and boat surveyor, member of CBOA
Gareth Jones	Private Boater, Gareth is a member of the RBOA
Sue Cawson	Private Boater, Navigation officer HNBC
Kevin East	Access Officer, British Canoeing
David Fletcher	Private Boater & Boat Safety Scheme Technical Committee Chair
Steve Wood	Private Boater, Steve is a Committee member and work party organiser for the Burslem Port Trust, leads the Uttoxeter Canal project, and is Deputy Chairman of IWA North Staffs & South Cheshire Branch
Nigel Stevens	Proprietor Shire Cruisers and a Member of the North West Regional Advisory Board
Lee Wilshire	A member of London's Better Relationships Group and is working on a number of projects on the canal network, from affordable moorings to a recycling barge. Lee, who is a planner and urban designer, lives on his boat. He was previously a member of the Navigation Advisory Group Licensing & Mooring
UPDATE OVER THE LAST 12 MONTHS	<p>The NAG has explored and advised the Trust on a number of issues over the last 12 months, this has included;</p> <ul style="list-style-type: none"> - Strong Stream Warning system. Additional warning information for the Kennet & Avon has been added to the system and lock signage added when river and canal sections meet. Work is ongoing to make further improvements to the SSW operating system. - Waterway Code for Boaters and Anglers. The old BW code had been reviewed and is being updated to help ensure clear guidance that supports our wider 'share the space' messages for all waterway users. - Unpowered craft through Tunnels. The group have been working to review and provide advice for guidance at a few specific locations – although Covid restrictions has delayed this. - Signage and branding. Contributed to overall advice on the sighting and implementation of signs and branding, particularly at sensitive heritage locations. Ongoing input into how the Trust's branding is implemented across the waterway network. - Navigation dimensions and managing wide-beam boats. The group have continued to contribute to the ongoing review and revisions to published craft dimensions and the actions

	<p>being implemented to help manage wide-beam boats on the network.</p> <ul style="list-style-type: none">- Boater facilities. The group have provided initial input into the review of the Trust's strategic approach to providing boater facilities.- Terms & Conditions Review. Reviewed and provided extensive input into proposed changes to the boat licence Terms & Conditions- Booked structures, passages and Bridgewater Canal Bookings. Contributed to guidance for boaters using booked structures and passages on the Trust's network and for the Bridgewater Canal reciprocal agreement.- Contributed to discussions on the Trusts response to the unplanned stoppages and restrictions due to the Covid-19 pandemic.- The group has also looked at issues including, managing areas of high demand in London, lock failures, the Trust's sustainable boating position, progress implementing the London Mooring Strategy, winter stoppages and winter moorings
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FISHERIES & ANGLING ADVISORY GROUP – APRIL 2021

NAME OF THE GROUP	NATIONAL FISHERIES & ANGLING
TRUST LEAD DIRECTOR	Julie Sharman, Chief Operating Officer
TRUST LEAD MANAGER	John Ellis, National Fisheries & Angling Manager and Jon Horsfall, Head of Customer Service Support
CHAired BY	Professor Emeritus Ian Trayer
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Ian Trayer, Chair	An angler for more than sixty years, Ian is a retired professor of biochemistry. Now volunteer Fisheries Officer for Barnt Green Waters Ltd, who manage the Bittell Reservoir SSSI complex, Ian has a specific interest in water quality, genetics and aquatic ecosystem management
David Kent	Former Board member of The Angling Trust. Chairman of The Angling Trust Freshwater Group. David has volunteered in numerous capacities in fisheries and angling for over 40 years. David plays a lead role in the organisation of joint Canal & River Trust and Angling Trust competitions. David is the angling elected Canal & River Trust Council member.
Kye Jerrom	A fisheries technical specialist with the Environment Agency Anglian Region (Cambridgeshire & Bedfordshire), Kye is lead for fisheries ecology, legislation, fisheries management and angling along with angling participation and Voluntary Bailiffing Service. Kye is also a Division One national angler who qualified for the final of the 2019 canal pairs championship.
Alan Hughes	Alan has spent his working life operating the high voltage electricity network for Scottish & Southern Energy. He was offered the voluntary position of General Secretary and Trustee for Reading & District Angling Association and has spent nearly 20 years in that role. Alan sits on several committees and is Chairman of the Upper Thames Fisheries Consultative.
Andy Wedgbury (Resigned November 2020)	Lifelong angler. Currently a PhD student with the University of Worcester doing pioneering work into the socio-historical aspects of the angling community. Andy believes strongly that we should start to put the angler back into angling if we are to make progress in securing a future for angling.
Dave Ottewell	Dave began angling for gudgeon on the Trent and Mersey Canal at the age of 10, eventually learning the necessary skills to tackle the rivers around his hometown of Burton upon Trent. He was fortunate enough to have had access to plentiful mixed stocks of coarse fish and benefitted from the coaching offered by a number of dedicated anglers from Burton Mutual Angling Association and the former Derby Angling Association. These factors combined enabled him to develop both his match and pleasure angling, forming a lifelong love of angling and our precious aquatic environments. This led to the academic study of freshwater ecology and professional roles held within the Environment Agency, British

	Waterways, consultancy and his current position of Senior Hydrologist for Natural England, which enables him to advise the group on the management of fish populations and their associated legislation within the protected sites held by the Trust.
Dennis Hunt	An active angling coach who has played a significant role in the Trust's Let's Fish Campaign, Dennis has fished the canals for over 50 years and served significant time as a committee member, Treasurer and Chairman of Luton Angling Club.
Andy Strickland	A retired chartered accountant, Andy is now the general secretary of Prince Albert Angling Society, the largest angling club in the UK with around 10,000 members. He manages a portfolio of over 200 fisheries including over 40 that are owned outright and more than 20 SSSI's, including sections of the Montgomery Canal SSSI
Mike Heylin	Mike is an entrepreneur and business manager with a marketing, PR, advertising and sales background in consumer and b2b markets. He has wide European experience and is a starter by nature. He has proven ability as secretary and administrator to numerous fisheries, angling and voluntary community and social groups and has run club Stillwater fisheries for 25 years plus. Mike is a life-long political and environmental activist. He grew up fishing the GUC at Boxmoor.
Mark Parry	Mark has been Secretary of Port Sunlight Angling Club for the last 15 years, having joined as a junior in 1982. A recently retired police officer, he worked as a dedicated school officer for many years and has a Dip Ed in Safer Schools and Youth Engagement, using fishing as a means of engaging with hard to reach young people. He is a Level 2 angling coach and introduced his club to canal affiliation and the Let's Fish campaign. Mark is married and now lives in Cheshire, a few hundred yards from the canal where his parents moored their boat when he was a child.
Sue Galloway (from March 2021)	<p>Sue has been a Level 2 Coarse Angling Coach since 2010. She is a freelance coach who also volunteers as the Lead Coach for Northampton Nene Angling Club on the junior development team and is also the lead coach on the Canal & River Trust's Let's Fish activities.</p> <p>Her goals and aspirations are to continue to provide angling opportunities for children and young people with disabilities as well as increasing the number of girls and women participating in angling. Sue loves being around water and nature and firmly believes in using angling activities to support and maintain wellbeing.</p> <p>Her most recent achievement has been receiving the "Distinguished Award for Services to Young People," from the Northamptonshire Association of Youth Clubs in 2020. Sue has greatly improved her canal fishing techniques, which have helped to improve her canal coaching skills.</p>

<p>Paul Coulson (from March 2021)</p>	<p>Paul is the Director of Operations for the Institute of Fisheries Management (IFM). He has a background in education and training and was a lecturer in Fisheries Management before joining the IFM. He is also the Chairman of the East Yorkshire Rivers Trust as well as a member of the British Record Fish Committee.</p> <p>He has been an avid angler from the age of 8, when he was given an old glass fishing rod by a neighbour. His kit has improved since, and he now spends his fishing time on the canals and natural waters of Yorkshire, with a particular love of winter league fishing.</p>
<p>Phil Mattock (from March 2021)</p>	<p>Having been an angler from an early age and having a particular love of fishing alongside the waters of Warwickshire's Grand Union Canal, Phil has previously served on the committee with Warwick AC. For the last nine years, Phil has been on the committee, in addition to serving as a match secretary, taking part in a variety of maintenance and bank work for Leamington AA, one of the largest midland associations covering a wide portfolio of waters.</p> <p>As a match angler, Phil regularly fishes nationwide canal and river events with his midlands-based team Sensas Smithy's MG and particularly enjoys the challenges of the annual national competition. Phil is always on the look out for new fishing locations and opportunities when travelling the country as a HGV driver. Of a weekend, Phil can either be found fishing, reading about fishing or venturing alongside tow paths and enjoying the scenery and varieties of wildlife that canals and rivers have to offer.</p>
<p>UPDATE OVER THE LAST 12 MONTHS</p>	<p>The group was established in 2011 to advise the newly created Trust around its fisheries & angling function. During 2020/21 the met remotely three times (July, November and March). Its current members are active supporters and play an important role as critical friends and sounding board for future ambitions. Chaired by Emeritus Professor Ian Trayer, members include a range of fisheries and angling stakeholders with canal, river and stillwater fisheries interests in both England & Wales. Following external advertisements, three new members were appointed in March 2021, including Sue Galloway, our first female and BAME group member.</p> <p>Non-native invasive species compliance and management continues to be a significant issue for the Trust and several members of the group played an active role in steering the March 2021 DEFRA approved statement. https://canalrivertrust.org.uk/refresh/media/thumbnail/43307-zander-statement-2021.pdf</p> <p>The group continues to help the Trust refine, develop and grow its Let's Fish work including the regional and national celebration and plans for angling activity associated with the Commonwealth Games 2022.</p>

	<p>During the year the group has also provided advice on many other issues including:</p> <ul style="list-style-type: none">• Water transfer• Trust affiliation charter and angling clubs• Management of angling within mooring areas• Keeping & Introduction of Fish Regulations• Fish rescue standard• Getting fishing up and running again after the spring 2020 lockdown. <p>Nominated sub-groups completed work reviewing the terms and conditions of the Trust's agreement document for fishing rights and worked alongside Navigational Advisory Group members to revamp the Waterway Code with a view to a launch later in 2021.</p>
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ENVIRONMENTAL ADVISORY GROUP – APRIL 2021

NAME OF THE GROUP	ENVIRONMENTAL
TRUST LEAD DIRECTOR	Heather Clarke, Strategy, Engagement & Impact Director
TRUST LEAD MANAGER	Peter Birch, National Environmental Policy Advisor
CHAIRER BY	Ed Mitchell
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Ed Mitchell (as Chair)	Director of Environment Pennon Group, Wastewater Operations Director South West Water. Formerly: Independent Chair/Deputy Chair at South West Water and Director at the Environment Agency, with background in the water industry.
Rafid Al Khaddar	CIWEM representative. University Professor, has supported research/volunteering links for Environment team.
Caroline Essery	Caroline has worked as an ecologist for over 20 years promoting and advising on the sustainable management of watercourses. Currently with the Environment Agency advising on a wide range of topics relating to the conservation and enhancement of the water environment
Bruce Lascelles	Head of natural environment team at Hyder (the Trusts PSC consultant, now a division of Arcadis)
Lindsay Frost	Chartered Town planner, former local planning officer
Duncan Mackay	Former Principal Advisor – Reconnecting People & nature team – Natural England; now freelance consultant on engaging people with nature.
Matt Buckler (replacing Angela Mayson)	Regional Manager (Trent Valley & Dark Peak) and Head of Nature Recovery Networks - Derbyshire Wildlife Trust, background in ecology / conservation and especially restoration of habitats
Ash Girdler (New appointment from April 2021)	Fellow of the Institute of Fisheries Management, has run his own aquatic science consultancy for over 30 years.
UPDATE OVER THE LAST 12 MONTHS	No meetings were held in 2020. The intention is to relaunch the group in spring / summer 2021.

YOUTH ENGAGEMENT ADVISORY GROUP – MAY 2021

NAME OF THE GROUP	YOUTH ENGAGEMENT ADVISORY GROUP
TRUST LEAD DIRECTOR	Heather Clarke, Strategy, Engagement & Impact Director
TRUST LEAD MANAGER	Stephen Higham, Head of Partnerships & Outcomes Development & Lucie Unsworth, National Youth & Civil Society Manager
CHAired BY	Louis Howell
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Louis Howell	Louis is a dynamic and rounded professional with experience that spans the voluntary youth sector, education sector and the world of small business. Today, he runs a marketing transformation company, co-runs an educational social enterprise and is a trustee and volunteer at 2 small London-based charities. His work with the Canal & River Trust began when he worked on the Action Squad's programme, headed up by NCVYS, which engaged and supported young people in social action across the canal network. Louis has recently been appointed Co-opted Member for Youth of the Trust's Council and is a member of the Regional Advisory Board for London & South East.
Replaced by Anna Alcock (UK Youth)	Kayleigh Wainwright is Head of Membership & Policy at UK Youth, a leading national charity, committed to providing access to appropriate, high quality services in every community so that young people are empowered to build bright futures, regardless of their background or circumstances. Kayleigh has over 12 years' experience in the youth sector, working for a number of local and regional organisations developing new projects with young people and leading on shaping policy.
	Young facilitator in East of England and development officer for Young People's Skills. She has been active in youth participation since the age of 12. She's a member of the Connexions youth council, was a member of the UK Youth Parliament, and led a planning group for the Young Partners Award. Chloe was previously a co-opted member for youth of the Trust's Council.
	CEO, Sandwell Children's Trust
	Ellie is currently working as the Operations and Project Coordinator for the #iwill campaign. She joined the campaign following her graduation from her Masters degree in Migration Studies from the University of Sussex. Previous to that, Ellie received a BA in French and Spanish at Cardiff University. Ellie's social action has focused on working with refugees and migrants. She is currently a volunteer for the South London Refugee Association as an advice volunteer. She also has other experience in campaigning for better education for refugees, teaching and support work.
Kristen Stephenson	As Head of Volunteering at Sport England Kristen leads on managing the 38 projects across their Volunteering Fund and supporting the delivery of their strategy, 'Volunteering in an Active Nation'. The fund is focused on getting young people involved in making a difference through social action, sport and physical activity and creating opportunities to get people from economically disadvantaged areas

	involved in volunteering. She's passionate about creating opportunities for more people to experience the benefits of volunteering and getting active. She was previously Volunteering Development Manager at the National Council of Voluntary Organisations (NCVO) which worked with over 12,000 different charities who were members of NCVO.
Vanessa Joseph	Vanessa works for Mind, the Mental Health charity as a Young Person Influence and Participation Manager. She has been with Mind since January 2019 and previously with The Children's Society for four years, as a Participation Manager specialising in serious youth violence and child sexual exploitation. Vanessa's current role is to provide young people between the ages of 11-24 with a plethora of opportunities to shape Mind's work nationally.
John Downes	John's career has been dedicated to supporting young people and enabling them to shape their own futures. At StreetGames John is Head of Youth and Sport and Area Director for the North East. He is responsible for creating their young volunteer and young advisors programmes which have gone on to work with over 20,000 young people in becoming local leaders. Currently John is a rugby league coach, governor of his local first school and recently joined the management group of the National Youth Safeguarding Forum. Previously John was a trustee of NCVYS and MACC, the community sector infrastructure organisation for Manchester.
Replaced by Lydia Wright (NYA)	Lisa is Assistant Director for Development at the National Youth Agency, the national body for youth work. Lisa has responsibility for driving the growth and evolution of the organisation through developing innovative approaches, partnerships and research opportunities to ensure young people get access to timely, relevant and impactful opportunities, rooted in co-creation and youth voice.
Michelle Hemmingfield	Senior Project Manager, Development & Networks, National Union of Students / SOS-UK (Students Organising Sustainability)
UPDATE OVER THE LAST 12 MONTHS	The group has been reviewing its purpose and priorities in light of the expanded membership and the impact of the Covid 19 pandemic. Discussions have included; post-Covid recovery, digital engagement and supporting under-represented youth voices in decision making. The group has also expressed interest in the Trust's Youth Fellowship programme and is keen to explore applications across the wider youth sector. The group's next meeting is planned for June 2021.



Appendix 2:

TERMS OF REFERENCE - Cultural Heritage Advisory Group

1. Background

The Cultural Heritage Advisory Group (CHAG) is one of several national advisory groups that provide the Trust's management with specialist advice and guidance. Advisory groups provide advice to the Trust's officers to help shape policy & plans in the areas of their specialism. They focus on high level, national and "horizon scanning" issues.

The role and focus of the CHAG is supporting the Canal & River Trust in combining effective conservation & interpretation of the built and cultural heritage of the waterways with promoting their value for wellbeing and our strategic objective of increasing use and enjoyment of the waterways by a greater proportion of the communities who live and work alongside them. The Group will advise the Trust's Strategy, Engagement & Impact Director, who is the executive lead for this area of work. The day-to-day conservation and management of the historic estate resides with the Trust's staff although members may be asked for assistance and specific advice in their areas of expertise in exceptional circumstances.

The group consists of skilled and recognised leaders in the cultural heritage field, including policy makers, funders and practitioners of high standing. The Trust's National Heritage Policy Advisor is an ex-officio member of the group, along with the Trust's Principal Architect and Conservation Specialist.

The CHAG meets three times a year, sometimes involving site visits, guest speakers and collaboration with other Trust Advisory Groups; and will have a forward plan for topics which members will help shape to ensure that key challenges of relevance to the Trust in this field are addressed.

2. Remit

The remit of the CHAG is to help the Trust identify and respond to the challenges of managing a nationally important heritage estate in the 21st century. Particularly to:

- Assist with "horizon-scanning" for emerging or significant policy, funding and regulatory issues for the sector;
- Inform the Trust's strategy on management of our heritage estate and interpretation of, and engagement with, the waterways' cultural heritage to best contribute to the repositioning of the Trust as a waterways and wellbeing charity and to our strategic goals, programmes and measures;
- Act as an advocate for the Trust, promoting conservation and enhancement of waterways heritage in England and Wales as part of the Wellbeing agenda.
- Advise the Trust on its heritage management policies and practice to ensure robust, transparent and consistent decision-making that is defensible under challenge.
- Help raise the standards of design, quality and long-term sustainability of new development in waterside locations to improve the quality of life and wellbeing for all.
- Contribute to the production of the annual Heritage Report, which serves to foster recognition of the Trust's custodianship and expertise by celebrating successful projects.

3. Membership

The chair and members of the group are appointed by the Trust's chief executive and serve for terms of up to 3 years which may be renewed for a second term up to a maximum of 6 years.

Membership of the group should reflect the diversity of the communities that the Trust serves - diversity may be achieved/evidenced through securing younger representation on the CHAG; along with a broad scope of professional expertise, skills and experience. Augmenting experience with fresh perspectives will foster strategic dialogue to ensure that the Trust can stay ahead of emerging opportunities, respond quickly to unexpected threats and make timely decisions.

Membership of the group is voluntary and unsalaried although reasonable expenses are paid.

Members of the Group serve in a voluntary and personal capacity (not officially representing any other organisation they may be members of or employed by), but to retain the Trust's reputation and credibility in the heritage sector, membership of the group should seek to include representatives from: Historic England, the National Amenity Societies; a full member of the Institute of Historic Building Conservation (IHBC); a conservation accredited architect; a chartered town planner; a landscape architect; a conservation accredited registered engineer (CARE); and a member from academia/ research.

4. Administration, protocol and procedure

The Trust's National Heritage Policy Advisor will act as secretary to the group. Agendas, papers and notes of group meetings will be published on the Trust's website.

Outside of the regular, triannual meetings of the group, the Trust may ask for contributions from members in between meetings on specific topics that arise. These requests will be managed by the National Heritage Policy Adviser and the Chair of the Group.

It is important for the proper functioning of the group that members should be able to express their views freely at meetings. The group's deliberations are not open to the public, though copies of the minutes of the meetings and advice given will be publicly accessible. In order to promote open discussion, and to ensure that the group's advice is not undermined by internal dissension, individual members should adhere to the following practices:

- Treat the content of discussions within the CHAG as confidential;
- Refrain from public criticism of advice given by the group;
- Seek authorisation from the Chair before communicating the substance of the group's advice to third parties.
- Advice given and views expressed will reflect those of the collective group rather than that of individuals.
- Members should respect the collective responsibility of the group.

Where any conflict of interest may arise in the provision of specialist advice to the Trust, this should be declared to the Secretary and Chair of CHAG upon receipt of the agenda for the meeting. Any conflicts will be recorded and steps taken to manage the conflict will also be recorded. Members of HAG should not allow their position within the group to advance the interests of those with whom they are connected.

The National Heritage Policy Advisor and the Principal Architect and Conservation Specialist will report annually to the CHAG, reviewing the effectiveness of the group and the process of engagement with the CHAG. The annual report will make recommendations for actions deemed necessary to address any issues raised. The process of engagement will be updated accordingly.

August 2019



MEMORANDUM TO THE BOARD

CHIEF EXECUTIVE'S REPORT – MAY 2021

1. INTRODUCTION

- 1.1 This report covers the full year 2020/21 to the end of March, with more recent updates where available.

2. LOSS OF A COLLEAGUE

- 2.1 The past few weeks have been overshadowed by the death of our colleague, Licensing Ranger Clive Porter, carrying out his work on the Aylesbury Arm of the Grand Union Canal in an incident which the Police are treating as murder. A retired police officer, Clive was well known for his calm and unassuming manner. The shock and sadness of his loss has affected people across the Trust and many of our boating customers who have sent in their condolences in large numbers. Further detail is provided in the health & safety report. We continue to support his family and assist the Police whilst carrying out our own investigation to draw any findings that might reduce risks to colleagues in future.

3. CORONAVIRUS

- 3.1 The progress with the vaccine rollout has meant that the navigation re-opened on 12 April in England (after those in Wales opened at the end of March) and other community activities are starting to resume and expand with the next step confirmed from 17 May. The Trust is launching a 'Let's Reconnect' initiative from this date for colleagues to take the opportunity to meet up and re-establish their contacts across other teams.

4. INTERNAL RELATIONS

- 4.1 Following the colleague engagement survey results, detailed team results have been shared with managers across the Trust and follow-up session to develop local action plans are being conducted with particular focus on areas where results have been below average.
- 4.2 We have concluded the Collective Consultation with Trade Unions over the move to home-based working and those individual colleagues (around a hundred) who have yet to conclude their individual consultation will now be encouraged to complete the process. Our first new 'hub' has been completed at Gloucester and the opportunity for limited office use where required for collaborative working will soon resume.

5. EXTERNAL RELATIONS

- 5.1 Redacted.

6. PERFORMANCE

6.1 Appendix 1 sets out the year end key performance indicator results for the 2020/21 year. With so much disruption this year, it is not a surprise that many have not reached the level set last March/April when the progression of the virus was unknown. Safety performance has been below target, as presented in the Health & Safety report. Boater satisfaction is the subject of a separate report. The year end Colleague survey results have fallen from the peak level achieved in the height of the pandemic but still show 4% growth since the last full survey in September 2019. Volunteer engagement is ahead of target.

7. EXECUTIVE REPORTS

7.1 The Executive's reports feature as Appendices 2 to 7.

Chief Executive
May 2021

APPENDIX 1: Key Performance Measures and Targets – 2020/21

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			March 2021	Full year target	Prior year actual
			2020/21	2020/21	2019/20
Growing the number & satisfaction of users & visitors	Visitor Volume	No. of users & visitors to our waterways in typical two-week period within specified period	8.3m	9.5m	9.2
	Satisfaction Rating - user & visitor experience	Towpath User Satisfaction	84%	85%	87%
		Boater Satisfaction	54%	70%	67%
Improving our public safety and health & safety of our colleagues	Public Safety	No. of reported incidents due to infrastructure	53	15	17
	Safety of our Colleagues	Combined employee, volunteer/ contractor RIDDOR accident frequency rating	0.25	0.15	0.22
Good overall waterway condition (assets, water, heritage/ environment)	Asset Health Index	Aggregate combination of asset condition score (0 to 100) & consequence of failure (1 to 5)	44.6	TBC	44.2
Being inclusive - Growing the number of local users & BAME participant	Local Users & BAME Participation (1km)	% of local people (living within 1km) using our waterways regularly	48%	45%	42%
		% of local people from BAME communities using our waterways regularly	47%	42%	38%

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			March 2021	Full year target	Prior year actual
			2020/21	2020/21	2019/20
Being relevant & valued locally	Value of Waterways (1km)	% of people living within 1km corridor recognise the value of waterways	76%	75%	75%
	Feel Safe by Water	Proportion of visitors to/users of the Trust's waterways rating their personal security as excellent or good	80%	77%	82%
Growing our brand awareness, particularly those living within 1km	Brand Awareness (All & 1km)	% of prompted awareness of the Trust among total population & local people	48% (all) 64% (1km)	50% (all) 56% (1km)	46% (all) 57% (1km)
Building a strong and broad supporter base	Supporter Growth	Nº of Supporters (active & passive)	883,947	750,000	626,992
		Nº of active Friends & other regular individual donors	27,721	28,000	30,049
Improving colleague engagement & diversity of those working & volunteering for C&RT	Diversity	% of colleagues from BAME background	4.8%	4.8%	4.6%
		D&I - % of recent hires BaME	11.4%	12.5%	N/A
	Colleague Engagement (Employee/Volunteers)	Colleague engagement score	67%	70%	66%
		Volunteers	74%	71%	71%
Expanding our volunteer base/impact	Active Volunteers	No. of volunteer hours & No. of active Trust volunteers	236,803 2,214	500,000 3,600	704,532 3,606
Defra Waterway Targets – improving our waterways/assets	Towpath Condition	Towpath condition graded C or better	81.32%	TBC	81.24%
	Principal Assets	Principal assets grade C or better	87.11%	TBC	87.06%
	Flood Management	Condition of flood management assets graded C or better	Annual KPI	TBC	99.25%



APPENDIX 2: OPERATIONS REPORT

Julie Sharman - Chief Operating Officer

1. PURPOSE

- 1.1 This paper provides an update on waterway operations and customer service team activities.

2. WHAT'S GOING WELL, NOT SO WELL

2.1 Positives

- 2.1.1 Despite COVID restrictions, applications for Green Flag sites have continued, in line with plan including resubmissions and new site submissions.
- 2.1.2 Volunteering – there is a strong will to return which is very encouraging. We may not return to pre-covid levels this year but can look forward to a greater growth in the future.
- 2.1.3 We are planning our 'Lets reconnect' events across the Trust to re engage our teams from homeworking to operations across all of the Trust from 17 May.

2.2 Challenges

- 2.2.1 The recent murder of our colleague Clive Porter has had a significant effect on all colleagues particularly those in LSE.
- 2.2.2 Implementation of Sugar CRM has been problematic. Colleagues are being very flexible with expectations and working approach to minimise the disruption to customers and volunteers that would otherwise occur.
- 2.2.3 Network reliability in the NW and Y&NE is a concern with continuing issues causing navigational closures. A summary is in Appendix A. Following a year of limited access due to the pandemic any closures risk the Trust's reputation as stewards of the network.

3. OPERATIONS - Covid-19 pandemic response

- 3.1 At the current time there are 5 colleagues in the operations directorate who are full or part time furloughed, relating to reopening attractions in the NW region.
- 3.2 Our response continues to track the Government guidance and our recovery roadmap is aligned to key dates in England and Wales. Navigation has recommenced, limitations on shared boating will lift on 17 May. Cross border navigation between England and Wales is now permitted. We are anticipating greater boating & towpath use as a consequence which has the potential to place significant additional strain on the network.
- 3.3 Our outdoor attractions are gearing up to welcome customers after 17th May. Stoke Bruerne and Anderton Boat Lift have already opened with a takeaway service.
- 3.4 With wide-spread availability of home testing kits, we continue to encourage colleagues to pursue the community testing route.
- 3.5 We have continued with regular Boaters Updates, we have received a number of requests for further licence refunds/rebates. No further refund/rebate is being considered for all

leisure licence holders, but we continue to work to support those who may be facing financial difficulties as a result of the pandemic.

- 3.6 The section 8 boat removal process for abandoned/sunk boats has resumed, but not for the removal of boats that are occupied (i.e. someone's home).
- 3.7 We have continued our enhanced facilities cleaning and checking required under our protocols, and do not anticipate being able to relax these before 21st June.

4. OPERATIONS – General

4.1 Operational incidents

4.1.1 A statutory non-compliance has occurred at Guillotine Lock a Scheduled Monument and the adjacent Grade II listed bridge Lifford Lane (Stratford Canal, WMS). The Trust owns the lock but the bridge is in the ownership of Birmingham City Council. Both structures were painted with masonry paint to cover graffiti by contractors who were instructed by the Trust. Our investigation confirmed that no consents were obtained, and the Trust environmental appraisal process was not followed. We have reported to Historic England and Birmingham City Council, we are agreeing remedial works. **Redacted.**

4.1.2 WMS reactive team have completed stoppages at lock 37 and 47 on the South Stratford canal due to excess leakage from the bottom end gates. Upon draining, it was found that the bottom horizontal beam and the gate had fractured. We have responded to situations like this in the past, engineering colleagues are monitoring for trends.

4.2 In the NW, Macclesfield canal is closed at Culvert 35A (site of previous repair) failed in March. Region handled first response and the site was handed over to Kier on 29 March and the region continue to support the contractors.

4.3 Emergency Response

4.3.1 To date, 167 colleagues have completed the JESIP Commander training and 262 completed the awareness training appropriate to their role. We are continuing to roll this to colleagues.

4.3.2 Emergency response exercises have been completed on 3 regions with scenarios relating to a potential embankment breach, loss of critical water monitoring data, and adoption of the JESIP principles. Work in hand with remaining regions to undertake exercises.

4.4 Water Resources

4.4.1 There is a focus on the individual and in-combination impacts of the large number of reservoir projects in preparation for 2021 and beyond (as well as reservoirs held down for safety reasons, on the advice of the Supervising Engineers). The Water Resources management group has implemented controls to manage water across 3 hydrological units, Leeds and Liverpool, Peak Forest & Macclesfield and Oxford & GU. In addition the Chesterfield canal has a 25-50% risk of not having enough water for the season due to reservoir works.

4.5 Open Days

4.6 Our Virtual Open days have attracted significantly high levels of interest, with viewers spending 446% longer than they would usually spend on a page. The videos on [YouTube](#) are linked through the Trusts Web pages.

5. ORGANISATION

5.1 **Redacted.**

- 5.2 Advisory Boards - all regions have held virtual Annual Public Meetings apart from LSE, where the meeting has been deferred out of respect for our colleague Clive Porter. YNE also has not held an APM due to the lack of chair, however a potential new chair has been referred to the appointments committee. LSE chair, William Atkinson has agreed to extend his term of office until December 2021 to allow for recruitment of a replacement. Youth Fellowship opportunities were introduced to the LSE Leadership Team at the end of February. We have compiled a practical and achievable shortlist that we will continue to develop through 2021.

6. LONDON & SOUTH EAST REGION

- 6.1 The LSE senior team, supported by the Exec have been focussed on supporting colleagues following the murder of colleague Clive Porter on 26th April. We are responding to the needs expressed with regular visibility of leadership, trauma counselling and a Q&A session to reassure the team. Concerns expressed since the incident include fear of being targeted whilst in Trust branded workwear, lone working, and dealing with conflict. We are conscious the impact will be wider than the region.
- 6.2 The public consultation about the Robert Milligan statue ended on April 23rd. The outcome will be used;
- 6.2.1 To both raise awareness of Black history and the connection with the West India Docks; to make this information accessible for those who would like to learn about or further research this history. As well as acknowledging that the Trust is the custodian of much of the West India Dock Company's legacy estate on the Isle of Dogs and provide the community with a voice to feel represented.
- 6.2.2 We will utilise the outcome of the public consultation to coordinate discussions to determine the future use of the plinth. We will also develop a programme of activity for Black History Month that incorporates the gathered stories.
- 6.3 In addition to this, advisory board member Dick Pilkington has introduced Lord Paul Boateng to the outline of this programme and a clear offer to involve him is being developed.
- 6.4 The proposed Water Safety Zone trial on the Lee Navigation arises following repeated reports of safety incidents from the interaction of rowers with boaters, issues have been exacerbated by inappropriate mooring practises or poor behaviours. The proposals were first identified as part of the London Moorings Strategy. The issue has increased over recent years due to the growth of continuous cruisers using the river as their preferred mooring location. In order to manage the safety risk the Trust proposed a trial which will limit moorings in locations where the rowers use the navigation, but the proposals have attracted significant negative attention from our Lee Navigation boating customers. A dedicated meeting was held on 22nd April with the intention of clarifying the purpose of the trial and to address points raised about the impact it will have on mooring spaces in the zone. The meeting was attended by over 60 local boaters many of whom used the forum to make there protests very loudly about the proposed zones. As well as concerns about mooring space and lack of consultation, it is likely that recent consultations on Managing Busy London, are firmly in the minds of residential continuous cruisers in London and this has increased sensitivity to these proposals. The Trust has responded to this feedback with the plan to hold independently facilitated stakeholder engagement sessions to seek to work through the various perspectives. We remain convinced that action has to be taken to maintain safety on the river.

6.5 In Central & Docklands, oil spill response training has been completed, Docklands is now PMSC compliant. This training has led to a re-think of oil spill response in both Docklands and the London Canal system. Specific response kits are to be placed strategically on the canals such that training and proper resource can be applied.



6.6 London Mooring Strategy Improvements - the bin compound in Fieldes Weir, one of our most challenging sites. We've increased the compound size, the number of bins and number of contractor visits. Planters have been added for visual effect. Positive feedback has been received on social media.

6.7 The London East team have restored the footpath bridge in Harlow which had become dangerous and slippery. This has been welcomed by the local community who use it. In Roydon we've had reports of speeding cyclists falling into the river on a bend. We have added signs and installed post and railing to prevent future accidents.



6.8 The Trust has submitted its formal response to the most recent Jericho Wharf (Oxford) planning application. Our concerns remain around some design elements. The design, location and feasibility of a bridge also remain contentious with the developer having withdrawn this element of the scheme in the current proposals but with an aspiration for this to come later. We remain committed to working with all interested parties and have led various external sessions with the developer, Jericho Wharf Trust and local councillors. A meeting is planned with the Chief Executive of Oxford CC.

6.9 The clean up at Brent reservoir (Welsh Harp) collected over 5 tonnes of silt-stricken debris at the SSSI which was highlighted by locals following a scheduled drawdown. Richard Parry met with local campaigner Ben Watt on 30th April who was initially very critical of the Trust but has subsequently acknowledged the Trusts efforts positively on social media.

6.10 The official launch of the Eco Mooring Zone took place on 26th April. The customer service Gateway platform and Metermacs Console are in final stages of development. The Gateway platform is identical to the one used by Waterside Mooring customers and will allow leisure boaters to create an account allowing them to connect to the electricity bollards.



7. WALES & SOUTH WEST REGION

7.1 Operational restrictions continue in the vicinity of Bridge 173a (Bradford on Avon) due to the continued risk to colleagues posed by a residing boater who is in dispute with the Trust. The team are working with national colleagues to progress but progress has been disrupted by Covid and the pause on liveaboard removals. Colleagues are frustrated and dissatisfied with the Trust's lack of ability to respond quickly and have raised concerns with the trade union. Action taken by the Trust has been the fullest allowed by legislation. Police and local authority also involved.

7.2 Fourteen new volunteer lock keepers have been recruited for evening shifts at Caen Hill. It has been hugely positive to welcome so many new volunteers to the team, however their management has presented challenges due to time (particularly out of hours) and reliability to ensure cover seven days a week.

7.3 Thirteen new Volunteer Bridge Support Rangers (VBSR) were introduced on the G&S in April. Seven of these volunteers have requested to be based around Saul Junction and the remaining six will be focused at Rea and Sims Bridges.

7.4 In Bradford on Avon we have been supporting a vaccine boat, set up by the NHS and Julian House. A positive initiative which is popular amongst the local boating community. Enquiries have been received for other areas of our network where people would like a similar facility, which we will be happy to support.

7.5 The Trevor Basin visitor centre opened to the public on Wednesday 14th April. The National Waterways Museum, Gloucester opens on 18th May. As part of our Covid measures lateral flow testing will be implemented as colleagues will be interacting with members of the public. Formal learning has been delivered to 60 children from a Gloucester primary school during this period, covering local history and the development of the docks. A nice touch has been the supply of Canal & River Trust umbrellas to the local vaccination hub to protect volunteers in all weather. We will shortly be launching a large volunteer recruitment drive for a range of roles within the museum to enable increased capacity and improved visitor experience.



7.6 Our [commitment to the Welsh Language](#) has been updated on our web page to reflect the Trust's commitment and endorsed by the Bwrdd. The page highlights several examples of implementing the Trust's Welsh language commitment over the past few months.

7.7 A range of Let's activities (particularly canoe/kayak & fish) at key locations across W&SW network are in plan. Training for colleagues and volunteers to take place soon to enable delivery. The aim is to train a range of volunteers to deliver sessions as well as to form partnerships with local groups in order that we can host regular activity sessions and not one-off events.

7.8 A new 'Guide to the K&A' has gone to print. Great West Way media launch was held in March with over 130 international travel trade journalists attending. Richard Parry presented on behalf of the Trust, alongside the Tourism Minister and CEO of Visit Britain/Visit England.

7.9 In funding bids we have submitted for a £1M partnership project, Canals Communities and Wellbeing, and a £128K towpath improvement for the Swansea Canal. We are currently delivering Gloucester & Sharpness Towpath Phase III on site at Sellars Bridge (Gloucester City Boundary). The £434k improvement works will complete the works to improve the largely urban towpath all the way from Gloucester Docks to the boundary with Stroud District Council.

8. WEST MIDLANDS REGION

8.1 Environmental scientists and AOM teams are joining forces to tackle the widespread flytipping in urban areas of the region. The campaign has so far attracted considerable local media coverage and work with local authorities.

8.2 For February (our last full month of figures), our customer contact showed an increase of 312% from February 2020, and our busiest month since October. We are planning a number of customer engagement activities in the next few months, including a spring user forum on

25th May. We have our pilot customer surgeries: first will be an online surgery, running from our regional Twitter account on 14th April. We're then running two on site surgeries, 12th May at Bratch Locks and 16th June at Hawkesbury Junction. These will be led by License Support Officers.

- 8.3 End of March is likely to see the region achieve around 75,000 volunteer hours, exceeding our expectations during the past challenging period.
- 8.4 Coventry City of Culture: Canal Basin - Building No 2 Waterside - Ground Floor is proving to be a challenge due to the lease structure. Vacant for around 15 years and with no prospect of let, it is an eyesore and a concern because of the City of Culture. A Company based in the Canal Basin have been approached to provide a quote for screening off the building, with hoardings which can carry exhibitions of art and photography and Trust Branding. Working with colleagues in Investment and Commercial to try and find a solution.
- 8.5 Corporate Engagement is accelerating in the region. Introductory meetings have been held with Rolls Royce, Morrisons Supermarket, Stoke City Football Club, John Sisk Construction who are doing all the work at J10 (Walsall) M6, Marston's Brewery, events company, Arrange My, and an electric car leasing company, Electric Zoo, and others.
- 8.6 Our existing significant partnerships with Aston Villa and Wolverhampton Wanderers Foundations are progressing well. We are developing a partnership with the Football Association (Birmingham County), who have 25,000 volunteers (covering 14 local authorities, 1200 football clubs, 4750 football teams, 100,000 players in the following areas: Birmingham, Black Country, Warwickshire, Coventry, Walsall and parts of Staffordshire).
- 8.7 A total of £890k external funding has been confirmed for this period.
- 8.8 We have been contacted by Natural Resource Wales (NRW) who are statutory undertakers, alleging a breach of Eels Regulations relating to screening on the Horseshoe Falls intake (Llangollen Canal). The structure is an essential part of our abstraction agreement with United Utilities (redacted). We are seeking a solution but the structure is a Scheduled Monument.
- 8.9 Our Welcome Stations are ready for reopening, with Stourport and Hatton leading the way on 12th April, with the rest opening on May 17th to allow customers inside the buildings.

9. EAST MIDLANDS REGION

- 9.1 The region has implemented a successful promotional campaign to recruit new volunteer lock keepers. These new volunteer lock keepers are currently undergoing their training and site familiarisation before they are paired with experienced lock keepers to ensure they are competent to undertake the role.



- 9.2 Building works at the Canal Museum at Stoke Bruerne have almost been completed. The changes on the ground floor are considerable and the additional light and canal views from the new bi-fold windows and the new serving area will transform the experience for visitors. Initially the site has opened for takeaway as per Government guidelines with a full opening expected from 17 May onwards. The new commercial kitchen will be operating from this time, offering a bespoke menu working in partnership with local suppliers.

- 9.3 The Nottingham Canal Improvement Partnership has secured the loan of a set of owl sculptures to be placed along the canal as it runs through Nottingham. Several corporate partners have committed to sponsoring owls in order that at least five can be located along the canal. Each plinth will include a Trust logo and message.



- 9.4 We have worked with the marketing team looking at the design for special covers to highlight when paddles are out of order. The aim is to be more environmentally friendly, remove the need for unsightly barrier tape and also aid communication to our stakeholders.



- 9.5 We are also working with the safety team and organisational development on rolling out a mental health promotion called “Check Mate” encouraging teams to look after each other and make use of mental aid first aiders.

- 9.6 Coca-Cola have agreed to become an active adoption and will be adopting a stretch of the Notts Beeston Canal. In addition through their involvement in the Nottingham Canal Improvement Partnership they are donating £10,000 to the Trust for floating reedbeds in the city, having won their employee-nominated ‘Support My Cause’ competition. Coca-Cola Europe’s Vice President of Supply-Chain is keen to visit the site later in the year, and they are keen to tie in with the planned Hubbub partnership.

- 9.7 Nottingham Trent University have also become an active partner and will be undertaking volunteering activity to support the Trust’s ambitions in Nottingham with both staff and student teams.

- 9.8 Alongside the Nottingham/shire Green Social Prescribing funding of £25,000, the region has also secured £50,000 Arts Council/NASP Thriving Communities funding to deliver social prescribing activities with other partners in the City. These projects have raised the Trust’s profile as a key wellbeing provider and strategic partner across the city and county.

10. NORTH WEST REGION

- 10.1 National Waterways Museum Ellesmere Port – significant visitor improvements have been made through the 2nd lockdown. Safety fencing was fitted along the canal and the canal frontage replaced it with block paving. This is now ready for the café to be opened for alfresco dining and drinking.
- 10.2 Working alongside colleagues and students from Reaseheath College, we have installed 25 bat boxes around Vale Royal as part of the National Bat Project funded by Tesco Bags for Help. We have created a video of the day for the funder. A second day with the college to install the remaining boxes is in plan.
- 10.3 Active Waterways, Cheshire – This project, with funding from Sport England, aims to engage inactive over 55s in six locations across Cheshire, to get them walking on the Trust’s network. Covid-19 has seen a change in how this project has been delivered, with many of their activities having to be delivered online. However, with the new government guidelines on social gatherings, physical walks can soon recommence. Sport England have recently awarded a further £10,000 to this project, taking the total funding to £232,305, as well as extending the project end date to February 2022.
- 10.4 Community Roots, Sefton – In March and April, the walking and photography project with NHS The Life Rooms Bootle continued with a new group of participants linking into the

sights and sounds of spring. Participants are also being encouraging to pick their favourite poems from the Canal & River Trust waterlines website. 16 participants have been engaged in the programme in March.

- 10.5 Community Roots, Pennine Lancashire – In March and April, activities to re-engage communities commenced with volunteer activities including helping with lock maintenance, re-instating a path that had been washed out by the recent storms and a working party day at Greenberfield to enhance the ecology of the car park by creating 20m of new hedgerow and planting native species of insect friendly plants. A regular working party has started every Thursday at the Rose Grove Community hub to build planters, steps, benches, compost bins that will be put up in Pennine Lancashire in the coming months.
- 
- 10.6 In February 2020, a grant application was submitted to Sports England’s “This Girl Can-Community Fund”. The Sport England Fund aims to support women aged 16+ to get active by offering National Lottery grants to local projects that will contribute to overcoming the barriers some women face in getting active. £10,000 was secured to create an all-women paddling group in Pennine Lancashire targeting woman that would not normally engage in water sports activity.
- 10.7 Tackling Inequalities Fund, Sefton – Delivery of the Sport England Funded TIF Sefton project commenced in April with the engagement of local stakeholders and partners by the project team. The £100k community grants fund went live on 16 April and the internal grant application judging panel had their first meeting on 21 April to review the first round of applications.
- 10.8 Lancaster Canal – a new waterways adoption group, the Ribble Canoe Club are now signed on to The Lancaster Canal, with group numbers at 150 members and growing. Of this partnership, there are British Canoeing instructors and local authorities members who will be bringing a number of activities to The Preston area.
- 10.9 The region is piloting a national volunteering project to survey the condition of our towpaths. Volunteers are using an app to capture various facets of the towpath to aid in evaluation and scoping for improvements. To date 32 volunteers have been trained and will be starting surveying from the week commencing 19 April.
- 10.10 Toddbrook Reservoir School’s consultation is complete. 10 interviews were conducted by Kids Connections with schools and nursery managers in Whaley Bridge and schools in the surrounding villages.
- 10.11 Following recent fatalities a dedicated communication meeting for the Wigan Water Safety Partnership took place and the team continue to attend and offer communications support to the Manchester Water Safety Partnership.
- 10.12 Finsley Gate Wharf NLHF Project – The main building refurbishment works and landscaping, with the exception of the Cottage building, si due to complete on 28 May with a soft official opening date of 25 July. The Forge is already complete. Interpretation is planned to be complete by end of July. We have recruited our first two volunteers for oral history and general project support. Events programme in development. A partnership has been created with Burnley Leisure who will run a range of physical activity sessions from Finsley Gate Wharf and will also use a room at the Wharf to engage local people in sport.

- 10.13 Volunteer groups are restarting, the Blackburn lock keepers at the lock flight have been clearing litter, Towpath and bank repairs have taken place at Botany Bay in Chorley and volunteers have cleared litter on the Burnley Mile.

11. YORKSHIRE & NORTH EAST REGION

- 11.1 Figure of Three Lock, Calder & Hebble Navigation – The lock was re-opened for customer operation on 13th April after a closure of 14 months.

- 11.2 59 new volunteer lock keepers have been recruited and starting their practical training. Volunteer Lock Keepers returned on the 12th of April (Leeds & Liverpool canal) to support the opening of the navigation to hire boats. In addition, we have recruited 30 new rangers contributing to core maintenance tasks. Recruitment was supported by targeted Facebook advertising.



- 11.3 Standedge Visitor Centre is preparing for re-opening with growing numbers of volunteers. Although the size of weddings is restricted under government guidelines, there is a growing interest, and we anticipate that this part of the business will get back to normal sooner than expected. Our trip boats are ready to take passengers through the tunnel with several volunteers having been trained to increase capacity. The café is about to reopen under new management and in the meantime outdoor catering continues.

- 11.4 Our 3 new interactive online water safety session (for KS1, KS2 & uniformed groups) have been very well received. Bookings have been steady & some schools have already rebooked for next winter. Our interactions due to covid limit groups sizes to classes, whereas in previous years we were doing whole school assemblies. Uniformed groups have been targeted through Facebook & we have had a very good response; orders for our Challenge Badges remain very high. In YNE 2020/21 we reached 1307 school children through water safety sessions and workshops.

- 11.5 Towpath upgrade schemes on the Leeds & Liverpool Canal and Huddersfield Narrow Canal being promoted by the West Yorkshire Combined Authority (WYCA) have reached the full business case stage and are now in WYCA’s appraisal process. Both schemes are valued at £1.3m with a total length of 7.5km of towpath being planned for an upgrade. The outcome of these bids is expected at the end June.

- 11.6 In Sheffield we trialled a two-week online project called ‘March to Wellbeing’ introducing new people to the Trust and to encourage visits to the canal. Participants were sent a short activity to try each day, this included two days of suggested walks on the canal. Multiple maps and self-guided walking guides were created for this project which can be used for future activities. 27 people signed up to take part in the activities digitally. 15 people took part in the pre-and post- programme evaluation. A dramatic improvement in their feelings of wellbeing was reported.

- 11.7 Community Roots – Sheffield Street Art competition, theme: Sheffield’s industrial history. The winning designs will be painted on a wall the canal towpath over a heavily graffitied area. be an artist’s interpretation of the pupils’ winning designs shown.



running alongside The final piece will designs. 2 of the

- 11.8 Yorkshire & North East's external media and press coverage continues to be a success. Our Communications & Campaigns Manager arranged a sunrise photocall with the Press Association to take images of paddleboarder and Plastics Challenge supporter Jo Moseley on the Leeds & Liverpool Canal. This image was picked up in print in the I newspaper and Yorkshire Post, and as online 'Picture of the Day' in Daily Telegraph, Guardian, The Independent.



12. CUSTOMER SERVICE SUPPORT

12.1 Boating & Mooring

- 12.1.1 The results of the 2021 annual 'perceptions' boater survey have been analysed and are covered in a separate paper to the board.
- 12.1.2 Following a consultation the updated License Terms & Conditions paper is included for board approval with the intention of implementation from 1st June.

12.2 Boat Licensing Customer Support

Redacted.

- 12.2.1 A full national boat count will recommence in October 21.
- 12.2.2 Legal caseloads - there are currently 25 cases within the system, many of which are delayed and awaiting hearing dates following covid related adjournments. West Midlands and London courts are suffering the most and significant delays.

12.2.3 Redacted.

13. VOLUNTEERING

13.1 Volunteering end of year results

Aspect	B20	B19
Total hours B20	236,803	704,532
Overall number of active Trust Volunteers	2,201	3,604
Overall number of active Partner Groups	143	447

Active = have given time in the past 12 months – understandably shows a significant reduction from B19

13.2 Let's Fish

- 13.2.1 The Let's Fish programme started on Monday 12th April. Partner clubs will be split into premiership and championship deliverers and have formal contracts in place with agreed targets.
- 13.2.2 Discussions continue around the inclusion of angling as part of the wider Commonwealth Games activity and legacy, including events involving young people with links to the wider commonwealth of nations.

14. BRAND, SUPPORTERS & INFLUENCE

- 14.1 L&SE - a successful virtual visit has taken place with Dean Russell, MP for Watford. Dean sits on the Health and social care committee and is Vice Chair of the APPGs on Loneliness and Mental Health. He was very supportive of the health and wellbeing agenda. A visit is being arranged, and with Julia Marson MP.

14.2 EMS - the Trust's activities in Nottingham, and broader initiatives on carbon and sustainability have impressed the City Council with their Carbon Neutral 2028 ambition. The Trust is to be among the first organisations and businesses to be showcased in the weekly emails by Deputy Leader and Environment Portfolio holder Cllr Longford which go to over 3,700 subscribers.

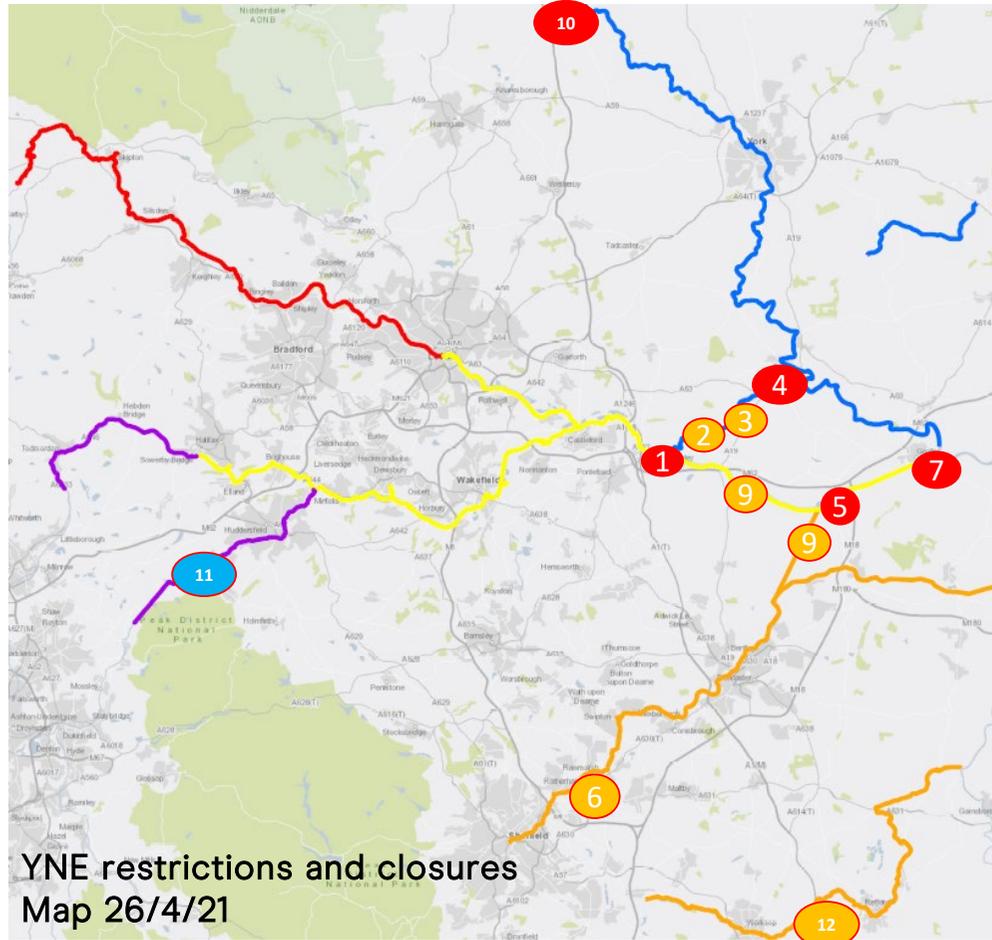
14.3 NW - Antony Higginbotham, MP for Burnley, was joined by Robert Jenrick MP, Secretary of State for Housing, Communities, Local Government and visited the newly restored Finsley Gate Wharf with Daniel Greenhalgh and Ian Sprott. They were very impressed with the work. There was a discussion on how levelling up funds can support further transformation of Burnley as well as the range of other projects being delivered in the Pennine Lancashire area such as Super Slow Way, Kickstart and Community Roots, all of which he is very supportive of.

14.4 NW - James Daly, MP for Bury North, made enquiries regarding repair works and access road requirements across farm land at Elton Reservoir. MP for Weaver Vale, Mike Amesbury, contacted the Trust regarding River Weaver and flooding to property previously owned by the Trust. Toddbrook related correspondence was also received from High Peak MP, Robert Largan. We hosted a virtual meeting with Kieran Mullan, MP for Crewe and Nantwich. It was a positive meeting with discussions around the Active Waterways Project, Let's Fish and use of Criminal Justice community programmes. A virtual meeting with MP for Denton and Reddish, Andrew Gwynne, took place to discuss volunteering opportunities and general maintenance along the Ashton and Peak Forest Canals.



Appendix A

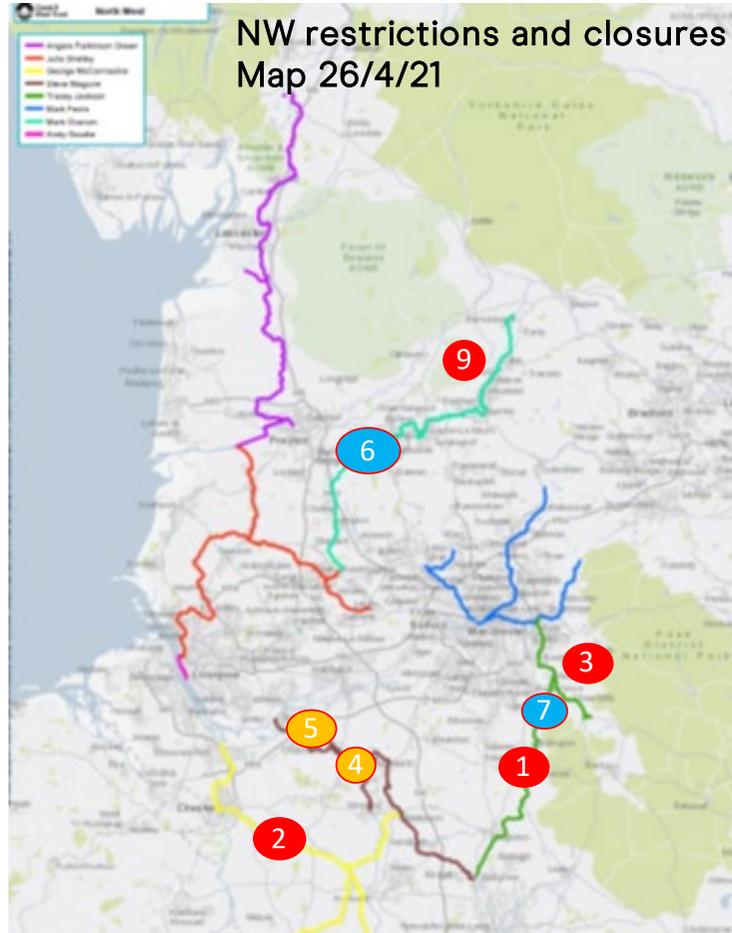
Y&NE network availability – following the relaxation of lockdown restrictions and navigation across the network resumes, we have several ongoing significant asset challenges that make a large section of the regional network un-navigable. These challenges are summarised below with the key mitigating actions stated.



- 1** **Bank Dole** – Impassable - requires dredging. Date TBC.
- 2** **Beal Lock** – Siltation above & below lock from winter flooding. In B21 spot-dredging programme, with expected start date on-site of end April, beginning May.
- 3** **Tankards Bridge** – vessel height restriction of 7ft due to bridge strike. No estimated timescale for completion due to NYCC permission needed to close road (currently part of A19 diversion route).
- 4** **Selby Swingbridge** – Broken pintol and locking mechanism. Currently closed to navigation with a 28 day emergency road closure to be applied for to enable repairs.
- 5** **Aire & Calder Newbridge Breach** – Closed until further notice.
- 6** **Ickles Lock** – Flood deposits in river require dredging. 2x boats grounded here in last month. In B21 spot-dredging programme, with expected start date on-site of end May.
- 7** **Ocean Lock, Goole (ABP)** – Limited leisure penning agreed with ABP. ~~Redacted.~~
- 9** **Pollington and Sykehouse** – Restricted passage available via prior booking only. No mooring available between Pollington & Sykehouse.
- 10** **Oxclose Lock; Ripon Canal** – Burst floor end of April. Length of disruption TBC.
- 11** **Huddersfield Narrow Canal** – ~~Redacted.~~
- 12** Reservoir works at Harthill and Pebley reservoirs through 2021 impact potential on Chesterfield Canal through season.

NW Region

Boat passage within the NW region continues to be impacted by several major unplanned stoppages and restrictions on the Trent & Mersey, Shropshire Union and Macclesfield Canals. In addition, reservoir works at Barrowford and of course Toddbrook are likely to impact navigational availability later in the season depending on rainfall in season. A potential long restriction on the Llangollen canal due to a culvert failure was averted though innovative repairs actioned by the CIPO team. Flood damaged structures on the Weaver continue to be under repair.



- 1 Macclesfield Culvert 35a repair underway reopening TBC hopefully by end of May .
- 2 Shropshire Union Canal – closed to navigation hopefully reopen end of May
- 3 Toddbrook Reservoir repairs until 2023- waer shortages affecting Peak Forest Canal and Macclesfield canal
- 4 T&M landslip near Anderton- canal passage open with local management permanent fu;; repair winter 21
- 5 Swing bridges at Acton, Winnington & Town require repair to be able to open for larger vessels due to February flood damage
- 6 Level 1 restrictions on L&L to manage water resources, (the L&L is a regularly at risk waterway)
- 7 Level 1 restrictions to manage water resources on Macclesfield and Peak Forest Canals
- 9 Barrowford reservoir works- permanent lowering through 2021



APPENDIX 3: INFRASTRUCTURE & PROGRAMMES REPORT

Simon Bamford, Chief Infrastructure & Programmes Officer

1. PURPOSE

This appendix provides the Board with an update on the activities of the Asset Management function and the Asset repair and maintenance programmes.

2. Positives and Challenges

2.1 Positive progression

2.1.1 The replacement Fleet Services contract Fleet Services GB began in April 2021. So far over 1,300 of the Trust's 1,570 drivers have completed their required licence checks. This is significantly helping to manage the risk around driving on behalf of the Trust.

2.1.2 Positive progress has been made again with the Defra Conditional KPI's and defects.

2.1.3 After a challenging construction period impacted by 2 winters of severe floods and Covid, 3 of 4 fish passes have been completed and are operational, including the viewing gallery at Diglis.

2.1.4 Over 90 priority projects were successfully delivered in 2020/21, including 38 of the 42 fixed programme projects. At the same time 26 arising / emergency projects at a value of £6.8m were also delivered.

2.1.5 The tender of the new Civil Engineering Contract (CEC) is progressing well. We have just completed the Quality Questionnaire (QQ) stage with the list of applicants going forward to the Invitation To tender (ITT) confirmed. We are on programme to have the new CEC frameworks in place for March 2022.

2.2 Challenges

2.2.1 Two of the senior leadership team within Direct Services have resigned in the past two months, the M&E Delivery Manager, and the Workshop Manager. Recruitment for the replacement of these roles is underway but the loss of these individuals will have an impact until their replacements are appointed and integrated.

2.2.2 There remain several vacancies within Direct Services in critical delivery roles particularly in site supervisor and craft operative positions. It has been extremely difficult to recruit for these roles despite the impact that the pandemic has had on the employment market and to compound matters, the teams have also experienced difficulties in finding temporary agency cover.

- 2.2.3 Engineer recruitment and retention in the design and development team is starting to become an issue again. On the positive side we have recently launched our Graduate Engineer Development Programme which should result in four graduates starting with the Trust in September.

3. Transformation Programme

- 3.1.1 Workshops to test and refine the new Infrastructure Risk Framework (IRF) end to end process have started with key people from the Trust supporting.
- 3.1.2 A temporary Concept Engineering team have started working on the B22 programme. A resource plan has been drawn up which will see a few key people from the Trust supported by partners. The deadline is to have the B22 programme concept solutions and budget cost estimates completed by September 2021 to inform the next business plan.
- 3.1.3 Aqua have completed and submitted the User Requirement document (for the workflow solution) to the Trusts Technical Advisory Group. Next step is to await feedback for the recommended solution and start the design phase. Completion of the workflow will be September 2021.
- 3.1.4 Arcadis have carried out interviews with key people from the Trust along with attending the workshops to get an understanding of our requirements to support the new IRF process. Arcadis will completed their design and recommendations for the Portfolio Programme Management Office by middle of May.
- 3.1.5 For Cost Intelligence, the initial estimating tool will be completed by middle of May, along with the budget level Concept estimate tool. A resource and skills plan are being developed to support the new function.

4. Asset Management

4.1 Recent Asset Failures

Each month engineers record the number of arising issues requiring significant engineering input or which have a potential to require investment. The table below shows the number of arising issues between April 2020 and March 2021. It shows the highest number of arising issues during the year was in the North West, where the total was 52.

Number of Arising Issues by Region requiring significant engineering input, or which have a potential to require investment in 2020/21 (B20)				
Region	Arising in Mar 2021	Arising in Mar cost £'000 (cost x probability)	B20 YTD (no. of issues)	B20 YTD cost £'000 (cost x probability)
Y & NE	1	20	14	762
NW	3	23	52	2,955
L & SE	0	0	13	629
W & SW	1	5	13	462
EM	1	10	22	295
WM	2	270	30	783
Total	8	328	144	5,885

Arising issues for April 2020 to March 2021 (B20).

- 4.1.1 Caldon Canal - Ivy House Embankment. This is a high-risk asset and has an on-going leak issue impacting a major car dealership. A de-watered inspection

revealed around 30 deep depressions in the canal bed. The depressions in four areas, coincided with potential leakage paths identified by a previous leak survey. The leakage stopped when the canal was de-watered, indicating that it was probably from the canal, and not from other sources/drainage paths in the earth structure. Upon re-watering the canal, the leakage re-occurred in the same places and at the same rate, despite attempts at localised repairs; this clearly indicated the source of the leak was from the canal. This has now been brought forward as a project into B21.

- 4.1.2 Other recent issues have been associated with bridge strikes and culvert failures. On the Grand Union canal, Bridge 56, over the Leicester Line near Foxton was struck by a vehicle in the early hours of Saturday 03 April 2021. The eastern facing parapet was hit and approximately 70% of the parapet brickwork was dislodged and a considerable amount falling into the canal. Keir are carrying out repairs and the entire length of the damaged parapet is being replaced.



Grand Union canal, Bridge 56

- 4.1.3 There have been two culvert failures. Culvert 2 on the Llangollen canal and Culvert 35a on the Macclesfield canal. Culvert 2 on the Llangollen canal caused complaints from a neighbour on the offside. The investigation showed a culvert failure requiring a repair which was completed with a 13 day canal closure.
- 4.1.4 Culvert 35a on the Macclesfield caused flooding into a nearby resident's basement. Following an investigation, water was found leaking around a previous repair. The culvert is now being replaced and the canal is planned to be reopened for the May bank holiday weekend.



Culvert 35a on the Macclesfield Canal

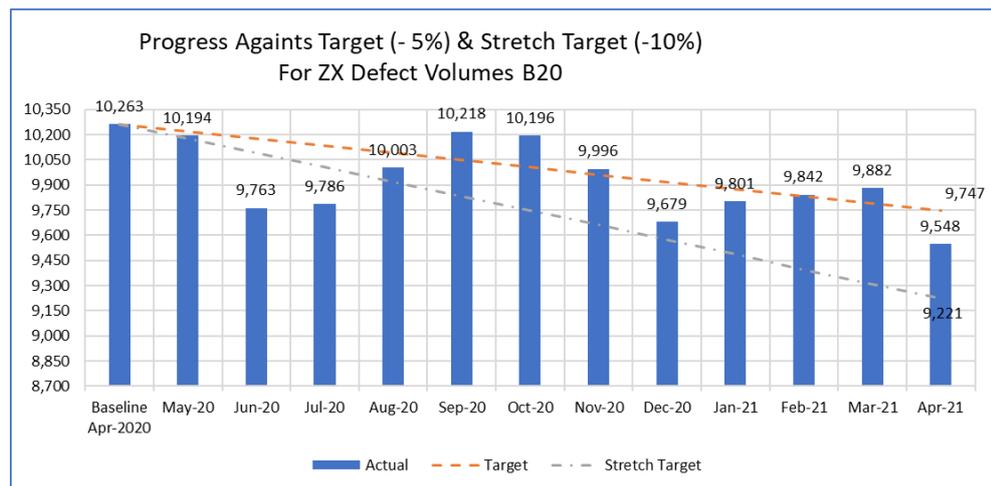
4.2 Asset Management

- 4.2.1 The Asset Management Policy was approved at the March Board. The Asset Management Strategy 2017 (AMS 2017) review is continuing.
- 4.2.2 Work continues supporting the grant discussion with the development of a 20-year investment plan. The 20-year plan is based upon the detail contained in the rolling 3-year programme, and the new asset models and asset strategies. The 20-year plan was presented at the May Infrastructure Committee and is being further presented at a separate Grant session to enable a more in-depth discussion by the Infrastructure Committee.
- 4.2.3 The Defra Condition Grant KPI's for 2020/21 are shown below. Under relevant standard 1a, principal assets in grades D and E have improved marginally from 12.94% in 2019/20 to 12.89% in 2020/21.
- 4.2.4 Under relevant standard 1b, compliance with ISO 55001 (previously PAS 55), has improved slightly from 2.92 in 2019/20 to 2.93 in 2020/21. Compliance with ISO 55001 is measured through carrying out an annual self-assessment in accordance with the methodology produced by the Institute of Asset Management.
- 4.2.5 Under relevant standard 2, towpaths in grades A, B and C have improved slightly from 81.24% in 2019/20 to 81.32% in 2020/21.
- 4.2.6 The flood risk relevant standard 3, flood management, is not yet available. The flood risk KPI measures the percentage of D and E condition culverts and embankments where the breach damage would be more than £2m.

Relevant Standard	Measure	Warning Threshold	Breach Threshold	Result 2016/17	Result 2017/18	Result 2018/19	Result 2019/20	Result 2020/21
1a. Safe Waterways	Principal Assets in Grades D&E	23%	25%	13.43% +	13.22% +	13.20% +	12.94% +	12.89% +
1b. Safe Waterways	Compliance with ISO 55001	Not defined	Not defined	2.87	2.88	2.9	2.92	2.93
2. Towpath Condition	Towpaths in Grades A, B, C	60%	50%	78.51% +	79.67% +	80.84% +	81.24% +	81.32% +
3. Flood Management	>£2m breach damage D&E culverts and embankments	4%	7%	0.96% +	0.96% +	0.96% +	0.75% +	TBA +

Defra Conditional Grant KPI's.

4.2.7 Defects recorded through the SAP asset management IT system has reduced by circa 7% though B20. The number of outstanding defects has reduced from 10,262 (April 2020) to 9,548 (April 2021). Each year for the last three years we have set a target reduction of 5%, and we have managed to achieve this reduction for each year over the three-year period. We are again setting a 5% reduction target for B21. Defects are restrictions on the waterway network caused by asset operation being impaired or an asset out of use. They also cover notifications where an asset does not meet customer expectation as defined through the Navigation Standards or the Customer Service Standards.



Defect Performance April 2020 to April 2021

5. Redacted

6. Priority Projects

6.1 B20 Overview

6.1.1 The final Priority Project outturn cost for the year was £3,037k over the F1 target and £437k over the F10 forecast. Project Delivery overheads were £180k favourable and so the Project Delivery outturn is £260k adverse

against F10. In percentage terms this is less than 1% variance against the plan.

- 6.1.2 This overspend is predominantly due to £260k increase in costs against the F11 forecast on 4 recent emergency projects: SU Culvert 59, Elton Reservoir, TM Nursery Cutting Slip and SU Embankment 14 Breach.
- 6.1.3 38 out of 42 of the fixed priority implementation projects remained in the programme, of which 30 of these projects are complete. 8 projects have started the implementation phase but have carried over into 2021/22.
- 6.1.4 25 Arising projects (plus 3 arising dredging projects) impacted the programme in 2020/21 at a cost of £6.8m (excluding dredging costs as these are managed within the dredging programme). This compares with 19 arising projects at £8.4m in 2019/20 (including Toddbrook), and 15 arising projects at £6.9m in 2018/19 (including Stanthorne Breach).

6.2 Summary of Programme Outputs

- 6.2.1 Total programme value of £40.6m (including reservoir provision expenditure). In total, over 100 projects were completed or substantially completed on site in B20 including carryover from 2019/20, fixed and variable, dredging and arising projects.
- 6.2.2 Reservoirs: MIOS at Drayton, Coombs, Carr Mill continued activity at Toddbrook and completion of work at Moorgreen and interim repair works at Elton to satisfy S10 requirements.
- 6.2.3 Water Management (non-reservoir): Significant works at Bowyer Street Pumping Station (PS) to replace pumps, improved access and security and ensure continued provision of water to the GU, the replacement of a life expired pumping main at Crofton PS and new pumps and pumping station refurbishment at Tringford PS.
- 6.2.4 Dredging: Annual planned routine, spot and arising dredging of canals, rivers, and docks. Significant dredging activity completed in the Upper & Lower Peak Forest, Chesterfield, Caldon river and canal and North East spot dredging activity. In total the mainline and spot dredging operations in B20 dredged 49km, from which 83,700m³ of material were removed. In addition, 7.6km of feeders were dredged, from which 7138m³ of material were removed.
- 6.2.5 MEICA: Replacement of control systems at Holme Lock and Godnow, cylinder replacements on the Tees Barrage Gates, hydraulics at Sykehouse Lift Bridge and an emergency response at Winnington Sluices where three large fully automated sluices control the pound level within Northwich town centre.
- 6.2.6 Embankments and culverts: Works to six culverts and four embankments. Significant works were undertaken at Lune, Bolton Le Sands, Sheaf Quay and Cinderhill Embankments, with the latter being an emergency response to leakage. Three embankments had been assessed as D5, one at D4, with grades being improved to C or B if feasible. Activities on culverts included emergency repairs and responses to flooding, culvert collapses and issues with a previously unrecorded asset.

- 6.2.7 Locks: Four initiatives including nationwide lock grouting, rebuilding lock walls at Hurlleston, Llangollen Canal and flood damaged Figure of Three Lock on the Calder & Hebble Canal, refurbishment of life expired elements of guillotine gate at Stamp End Lock, Lincoln, and the installation of two new 10.5 tonne hardwood timber lock gates which were craned into the River Weaver and floated into Hunts Small Lock near Northwich. Lock 14 on the Grantham Canal was substantially completed, despite Covid delays impacting the volunteer group, with landscaping and bank remaining to be completed.
- 6.2.8 Bridges: 10 bridge related initiatives, including underwater inspections, painting, repairs to fixed and swing bridges and two emergency repairs.

6.3 Priority Projects B21 Programme

6.3.1 Safety

Speak Out About Safety Discussions have been held at 5 sites – Earlswood, Aire & Calder, Beeston Breach, Toddbrook and Holt, plus two virtual sessions. 50 colleagues attended on site and 25 colleagues virtually, with a further 25 colleagues from Kier, L&WS and Arcadis. Really good safety conversations and great opportunity to restart engaging with colleagues' face to face. Similar 'Safety Stand Down' sessions will be undertaken quarterly.



6.4 Financial & Programme Overview

- 6.4.1 Carryover to 2021/22 has largely been offset by expenditure brought forward on 6 projects (Earlswood Reservoir, GU Birmingham to Henwood Dredging, LL Gawflat Swing Bridge, Figure of Three Lock Reconstruction, Big Lock Footbridge and Marsworth Reservoir) with a net expenditure of £500k moving into B21.
- 6.4.2 There is currently still a significant over plan in B22 with reservoir projects added to the programme with outputs from recent Tier 2 RARS and recent S10 inspections; this needs further review to consider moving expenditure back in line with the long-term model. The core programme expenditure has been reviewed with the regional engineers to reprioritise and is now in line with the budget forecast at B20.

6.5 Engineer Recruitment & Retention

6.5.1 Engineer recruitment and retention in the design and development team is starting to become an issue again and despite several attempts no success in recruiting a senior engineer in the north east. Arcadis potentially have a suitable candidate that can be seconded in to help whilst we establish a new approach to locating a permanent senior engineer.

6.6 Significant Projects

6.6.1 Knipton Reservoir MIOS, Grantham, East Midlands

Planning have been approved and resulted in the Trust obtaining a bat licence from natural England to enable construction works to progress. Whilst the programme is challenging to meet the current MIOS date, it has been modified to bring the crest improvements and spillway clearance/repairs forwards and good progress has been made with the fabrication and installation of the siphons. A Covid extension has been approved by the EA, thereby building float into the programme.



Knipton Reservoir Siphons

6.6.2 Figure of Three Locks, Y&NE

After a closure of over a year following damage incurred in the February 2020 storms, Figure of Three lock was successfully reopened on 12th April and the works are now complete and the site is being demobilised.



Figure of Three Lock

6.6.3 Redacted

6.6.4 Aire & Calder Breach

The breach site has been stabilised, the piling mat for the piling rig has been installed and permanent works have commenced. The expected completion of the permanent works and reopening of the navigation is August 2021.



6.6.5 Carr Mill Reservoir, St. Helens

All four number valves have been successfully installed and the divers began removing the upstream drawoff pipe bung / ROV week commencing 26th April. The initial delays in manufacturing the valves due to Covid-19 utilised most of our risk allowance but the project is on plan for completion in early June, ahead of the Covid extended MIOS compliance date of 5th August.

6.6.6 Albert Dock Gate - ARISING SCHEME

The repaired gate cylinder was successfully installed on Thursday 15th April ahead of the and navigation has been resumed down the Liverpool link. Canning River Entrance Gate reopened on Friday 30th April.

6.6.7 Lock 10 to 11 Breach site EMERGENCY, Shropshire Union Canal

Works are progressing well on site and we are still on track to re-open the navigation for the late May bank holiday weekend.



6.6.8 T&M Slip at Nursery Cutting EMERGENCY

A navigable channel through the slip site was successfully opened w-c 19th April with rangers on site to assist customers through the area. Monitoring of the slip is ongoing and the project team are now focusing on the options report for the long term solution after which any plans for future work, following the gas main diversion, will be reviewed.



6.6.9 Elton Reservoir Slip EMERGENCY

Installation of access to the working area is complete and installation of the pipework in the spillway chute is complete. Contractors are currently progressing with the concrete slab over the pipework to ensure that water can pass down the spillway chute at the toe of the dam, even if there is further movement or slips. Further work to the toe of the embankment is required before our ground investigation contractor can safely access the

slope to obtain GI data. The reservoir level is drawn down and will remain so until the repairs and spillway improvements are complete.



6.6.10 Tinsley Pumping Main, Sheffield

With extra utilities in the towpath and several Network Rail bridges to pass under, extensive ground investigations have had to be undertaken to complete the pipeline design. The washwall has collapsed for around 60 metres and we are having to quickly design a solution before the main works can begin. Phase 1 works are scheduled to start at the end of June/beginning of July with completion, and the return of a secure water supply to Sheffield Basin, in January 2022.



7. Priority Works

7.1 Overview

7.1.1 The priority works programme is still operating normally and work has started on the 2021/22 priority works programme.

During the winter, the team delivered 107 planned stoppages replacing 92 lock gate leaves across 52 sites. In addition, 46 lock gates were repaired and 43 lock chambers had brickwork or masonry repairs carried out on them. All

the priority works stoppages were completed by the end of March as planned.

7.2 Safety

7.2.1 There was one RIDDOR reportable incident within Direct Services for the two-month period of this report. On 9th March, a colleague was mooring up a work hopper at the yard at Icknield Port, Birmingham when they tripped and fell into the hold of the hopper – approx. 1m fall. They suffered a severe cut to their knee which necessitated treatment under general anaesthetic and an overnight stay in hospital. They returned to work three weeks later.

An investigation has been completed and it appears the colleague tripped over an upstand around the hopper's hold. Unfortunately, though walking along the gunwales of a boat is standard practice in this case there was no stepped access into the hold of the hopper – which would have eliminated the hazard.

As a result, a safety action team has been established to develop a solution to this problem. The team's remit has been expanded following another similar incident with a volunteer and they are look at reviewing the access in all the Trust's fleet. In addition, a safety alert has been drafted raising awareness of the problem and the Everyday Risk Assessment is being reviewed to include this hazard and controls.

7.2.2 Over the past 12 months and including the above incident, Direct Services experienced three RIDDOR incidents. These have been included in a separate Board update.

7.2.3 Direct Services have also been focussing on safety compliance in the last month and a series of safety compliance KPIs have been developed focussing on competency training, equipment servicing, hand arm vibration, boat checks and vehicle checks.

7.2.4 In support of the recent Safety team initiatives the team have been taking part in safety conversations and reinforcing safety controls around lone working following recent tragic events.

7.3 Financial & Programme Overview

7.3.1 At the end of the financial year the Direct Services budget was underspent by £373k compared to the last forecast at Period 10 B20 – a variation of 1.5%. Against the original business plan (F1) Direct Services made efficiency savings of £1.05m to balance the overall priority works programme.

7.3.2 At the end of the financial year, the priority works programme was expected to deliver 360 planned packages of works. At the end of April, the team had completed 350 tasks (282 planned tasks plus a further 68 arising or emergency works). Many of these emergency works were significant repairs to lock gates which had an impact on the programme. As a result of these arising/emergency works 78 planned packages of work had to be deferred to future years.

7.3.3 Work Examples



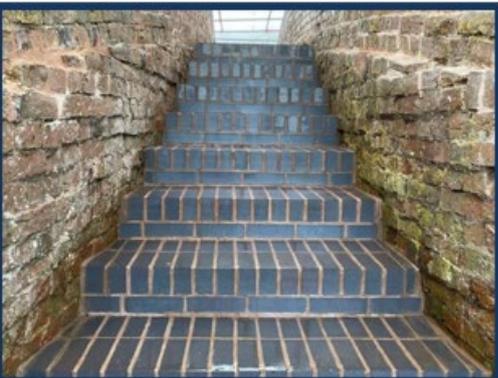
Rugeley Bank Protection, Trent & Mersey Canal



Bridge replacement Southfield Reservoir, Aire & Calder



Diglis Lock 1 Gate Replacement, Worcs & Birmingham Canal



Coffin Bridge Heritage Repairs, Worcs & Birmingham Canal

8. Unlocking The Severn

8.1 River Severn Construction delivery – progress update

8.1.1 At Diglis the main fish pass works are now substantially complete with some minor works continuing into May on the viewing gallery, particularly the cladding of the gallery building and installation of acoustic dampeners.

8.1.2 With water now in the pass, we have already spotted some fish through the viewing gallery window.



Completed fish pass and salmon in viewing gallery window

8.1.3 Lincomb fish pass is the third to be completed and operational with landscaping and demobilisation remaining for final completion.



Lincomb completed.

At Holt, work has resumed after the winter break and is progressing well with completion planned for October 2021.

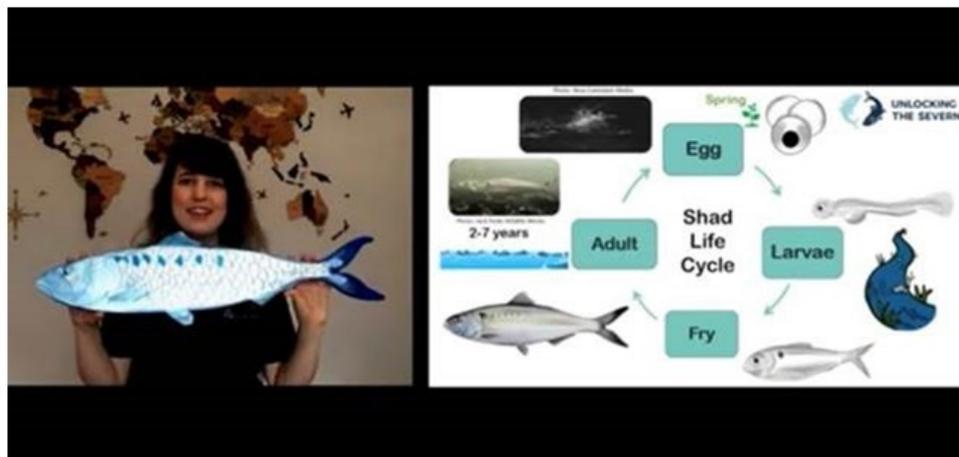
8.2 Diglis Island

- 8.2.1 The workshop continues to take shape to allow us to undertake test events in the late spring with improvements to rest room facilities scheduled to start at the end of May.



8.3 Education

- 8.3.1 March has been an excellent month for virtual education engagement, with the launch of the Virtual River Story Lesson with 4 sessions delivered to a range of Key Stage 2 age groups. One session was delivered to 88 children with separate classes joining the call from years 1-6. This really highlights the potential of online engagement to reach multiple classes at once when needed. Initial feedback received from teachers has been extremely positive and delivering sessions via Zoom was more interactive than expected. In total, 170 children participated in these sessions during March.



8.4 Volunteering

- 8.4.1 Our remote volunteers have now finished, contributing over 300 hours to the project during the 6 weeks they were with us and have helped generate some fantastic data.
- 8.4.2 Green Team have been continuing weekly at Diglis, they have started fencing on the island, planted some trees, and kept the island looking tidy. They also took a daytrip to Bevere to assist with some tree planting there too!

All other volunteering activities restarted in the first week of April.



8.5 Events

8.5.1 In March we held the fifth talk in the Severn Series; 'Hidden Journeys within our Rivers', which was attended 49 people. We had some very positive feedback, including;

'A really enjoyable session. I'm looking forward to more in the future. It confirmed my decision to volunteer.'

8.5.2 *'Excellent project. People need to realise how ALL fish need to migrate at certain times during their lives. Removing barriers so that fish can migrate at all times is essential to our riverine fish population health. Our fisheries need to be resilient to withstand climate change going forwards.'*

8.5.3 The recording of the talk can be found alongside others in the series on our YouTube channel:

<https://youtube.com/playlist?list=PL5tw6FzDfCrm493BxihcLhKtILnCHuLRm>



Trust Board
19 May 2021
Information Report
Appendix 6 to the Chief Executive's Report
Text in Red Font to be treated as Confidential

APPENDIX 6: STRATEGY, ENGAGEMENT & IMPACT REPORT

Heather Clarke, Strategy, Engagement & Impact Director

1. Purpose & Overview

The purpose of this report is to provide the Board of Trustees with an update on the key activities of the Strategy, Engagement & Impact Directorate since March 2021. **Redacted.**

2. Key Developments, Issues & Challenges

2.1. **Redacted**

2.2. *Beat the Street* Launch in Leicester (Test & Learn)

The Beat the Street initiative is funded by Sport England and developed by Intelligent Health. **Redacted.** Working in partnership with Intelligent Health and Leicester City Council to launch our Beat the Street pilot in Leicester in May. **Redacted.**



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2.3. **Redacted**

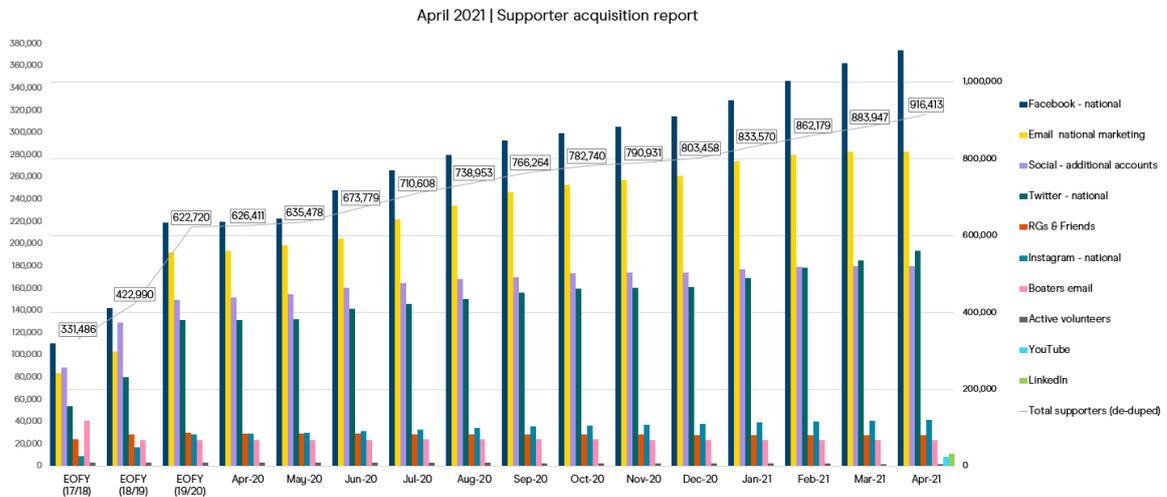
2.4. **Redacted**

3. Brand and Support

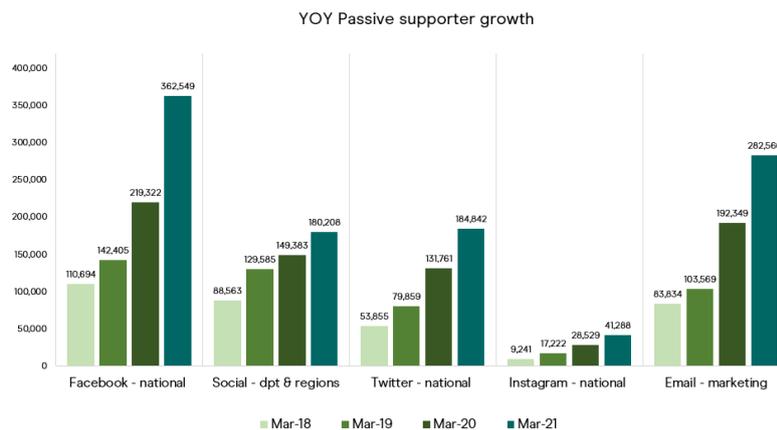


3.1. Growing our Supporter Base (target 1 million by September 2021)

As of April 2021, our total supporter numbers were **916,413**. *Redacted*



The below chart shows how each of our main passive supporter channels have grown over the past four years, with 2020/21 being a strong year for both Facebook and Newsletter subscribers – our two best performing channels.



3.2. User to Supporter - Reach and Engage

Redacted

Here for You Campaign

Promoting how the network has been a lifeline for communities across the country in the last year, this campaign has been served to over 4.2 million people through digital channels. It has attracted celebrity influencer support with Saira Khan (Loose Women, Sunday Mirror),

Alastair Humphreys (author, motivational speaker and micro adventure champion), Paul Steele (travel writer) and Sean Keaveny (BBC Radio 6).

Plastics Challenge Campaign

Easter activity focused on the impact that plastics has on our wildlife with a harder hitting message. The campaign generated 9,000 shares on social media, the Trust's most shared campaign to date, as well as achieving a reach of 1.2m. Alongside the new content, we received a new video of support from Deborah Meaden.



#StayKindSlowDown Campaign

In March we deployed five 'myth busting' infographics which had a high level of audience engagement, with one Twitter post receiving over 300 comments and 121 shares. The total reach of campaign activity on Facebook was 133,580, with 107,000 Twitter impressions.

In April we installed temporary speed monitors at Islington on the Regent's Canal towpath to establish a baseline ahead of a five-month behavioural study including conflict-reducing interventions and congestion easing measures at peak times.

Water Safety Campaign

With re-opening of pubs in April, we relaunched our 'Don't Drink & Drown' campaign to remind people to take care when drinking near the water and to take a route home away from the water's edge. We continue to be active members of the National Water Safety Forum and will be working closely with their comms group on the shared campaign Respect the Water, with new phases of activity being planned throughout the rest of 2021.

Events Activity

We have seen a significant increase in third party event applications for 2021. A robust evaluation protocol for event approval has been established in line with the Government's Covid road map, as well as industry governing body guidelines to tightly control our events licence procedure.

Signage and Brand Activation

At the end of March, 90% of the network had been audited. 3,170 signs were ordered in the last two months of the financial year and 365 operational signs were installed in this period. Several large signs requiring planning permission have been installed in Liverpool Docks. We have also designed a bespoke boater's information board template and series of posters have been created. Our workboat, Bourne, has been wrapped to include Commonwealth Games branding in the West Midlands.

A catalogue of branded materials has been created for Coventry City of Culture and Birmingham Commonwealth Games. Brand leaflets have been created for Coventry and Sheffield and we have produced additional bilingual materials including a new maplet and extra welcome station material for Wales.

We have completed drone filming of the Leeds, London and Coventry brand activation zones and will have three new videos for digital platforms in April.

Online Retail

In June, using a low-level 'test and learn' approach, we are launching our first range of environmentally friendly Well-B soft toys, cups and keyrings. They will be available via our online shop, in our museums and attractions and at a selection of our larger events later in the year.



3.3. User to Supporter – *Connect*

Website

Website traffic increased by 21% from February to March and 14% year on year. Our website sessions (67%) and unique users (57%) were ahead of the Charity Comms Digital for the period January to March 2021.

We launched the PayPal payment platform on the website for cash donations in March, and in the first few weeks they have accounted for around a third of overall cash donations.

We hosted six virtual open days, which have been viewed over 27k times on the website and have had almost 200k video views on our social media channels.

Redacted

Raising & Amplifying Our Voice

The first episode of our six-part podcast series CanalCast went live in April and covers the topic of biodiversity and the role canals can play in helping nature recover. Hosted by Louis Howell, Trust council member and Chair of our Youth Engagement Advisory Group, the series will have episodes released on a regular basis.

Filming Income

Filming income for 2020/21 stood at £154K a reduction of £80k from the previous financial year, which can be attributed to the huge reduction in filming due to Covid restrictions.

Redacted

3.4. User to Supporter - *Convert and retain*

The active regular givers total at the end of April was **27,594**. This is down on a net basis by 462 from the end of January. Despite the challenges due to Covid restrictions we achieved the agreed income reforecast of over £2.5m from regular giving.

Redacted.

Reactivation of Face to Face Towpath Fundraising

We reactivated our Face to Face Towpath Fundraising week commenced 19th April across five regions. We hope that a contactless approach will support engagement with prospective supporters who are worried about closer interaction in what might be busier environments as social distancing rules continue to relax.

Launch of Door Drop Campaign

At the beginning of April, we launched testing of a new channel, marketing our Friends proposition in the form of our partial door drop campaign. The test is still live.

Legacy Giving

Redacted

4. Redacted

5. Public Affairs Activity

The Trust hosted a visit to Finsley Gate Wharf site in Burnley for the Secretary of State for Housing, Communities and Local Government, the Rt Hon Robert Jenrick MP on 30th April along with the local MP, Anthony Higginbotham MP which gave the Trust the opportunity to discuss the Trust's role in development, our work in the local area and the Trust's participation in the Kickstart scheme.

The Trust also hosted meetings with Dean Russell MP, a member of the Health and Social Care Select Committee and a riparian MP and Dr Kieran Mullen MP. A meeting is planned with Dr Luke Evans MP on 14th May who sits on the Health and Social Care Select Committee as well as the Health APPG to discuss the Trust's role in improving communities' health and wellbeing.

6. Redacted

7. Participatory Development Work

7.1. Youth

The next phase of our '2021 - A Year of Youth' mini campaign is focussing on reaching out to teachers and group leaders (influencers). Youth Resource packs focusing on Arts and Wellbeing were released in March and the Climate Change pack was launched in April to coincide with Earth Day. Printed packs are being distributed to schools and youth groups for young people with limited or no online access. Work is ongoing to develop Digital Engagement sessions on each of the topics. Nature and Water Safety packs will be launched in May / June.



7.2. Learning & Skills

STEM Learning Hub

As part of our on-going plan to engage children and young people in self-directed learning through digital content, we launched a STEM learning hub during British Science Week. The hub contains learning resources aimed at KS3 & 4 teachers and students, animated micro-lessons focussed on scientific principles, engineering case studies and illustrates the wide variety of STEM careers within the Trust. [STEM learning programme | Canal & River Trust \(canalrivertrust.org.uk\)](https://canalrivertrust.org.uk)

New Wellbeing Resource

We have produced a new wellbeing resource in the form of a five-day work unit designed to be delivered by teachers which uses canals and rivers to help children understand what is meant by wellbeing and how they can use the five ways to wellbeing to increase their happiness. We will be promoting this on-line resource to schools in May, encouraging teachers to combine learning with outdoor visits to local green and blue spaces.

7.3. Arts & Culture

Projects are ready to re-launch in Sefton (next stage of our Street Art programme) and in Pontymoile once restrictions are eased / lifted. "The Line" (a major public art and sculpture walk alongside River Lea/Olympic Park in London) is also preparing for a new art installation on a utility bridge over the River Lea next to Cody Docks.

We have agreed a three-year partnership co-creation programme with Appetite, the Arts Council funded arts organisation focused on Stoke on Trent and surrounding areas.

7.4. Second Citizen Science Project – National Towpath Condition Survey

As part of our citizen science project programme, the second project has gone live in the North West and London regions. Due to COVID-19 restrictions, the survey being conducted by our volunteers includes towpath condition, dimensions and a character assessment of the waterway, and also captures a photo of the towpath sections. All recorded data is linked to the Trust's GIS system. The data recorded will be used to identify priorities for future funding bids and prioritisation of towpath and access improvement works. To date c.250 surveys have already been completed and the roll out in West Midlands and East Midlands regions to follow.

7.5. Redacted

8. Heritage, Environment & Water

8.1. Heritage

Industrial Heritage

Redacted. We are preparing a response to the consultation on Historic England's draft Industrial Heritage Strategy (closing date 07 June). The Trust is referenced under Theme D Transport within the draft consultation document.

Redacted

Roundhouse Birmingham – Removed from Building at Risk Register

We have received confirmation from Historic England today (12.05.21) that the Roundhouse is now to be formally removed from the Buildings at Risk register.

8.2. Environment, Sustainability & Climate Emergency

Redacted

UK Freshwaters

We have been contacted by Esmée Fairbairn Foundation to participate in their freshwater sector review. They are keen to understand on the organisation's view of UK freshwaters, our current initiatives and future plans.

The Trust has been invited to speak at the Bright Blue (independent Think Tank for liberal conservatism) online event series - *"Looking Ahead to COP26 - Cleaner waters: protecting our rivers and oceans"* on 16th May. **Redacted.**

8.3. **Redacted**

9. Planning & Design – Statutory & Delivery

9.1. Statutory Consultee for Planning Applications

We responded to 2,571 planning application consultations in England & Wales in the period 1st April 2020 to 31st March 2021, which equated to 98% Compliance (response within 21 days or agreed extension) in England, and 97% in Wales.

9.2. **Redacted**

9.3. Planning Awards Shortlisting – Trevor Basin and Surrounding Area Masterplan

The Trevor Basin and Surrounding Area Masterplan developed by a consultant team led by Arcadis, working closely with professional teams from the client bodies of the Trust and Wrexham Borough Council, and also partner landowner Solutia, has been shortlisted in the "Award for best use of heritage in placemaking" category, in the 2021 Planning Awards. The winner will be announced on 9th June 2021.

10. High Speed Two (HS2)

The Government has announced that it will proceed with preparing a hybrid Bill for the Phase 2b - Western Leg – Crewe to Manchester. It is expected to be presented to Parliament in late 2021.

Redacted.

Strategy, Engagement & Impact Director, May 2021